

Results Reports

Northwest Territories • 1999-2000



1999-2000

GOVERNMENT OF THE NORTHWEST TERRITORIES

DEPARTMENTAL RESULTS REPORTS

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DEPARTMENT OF EXECUTIVE

STRATEGY	TARGETS/STANDARDS	RESULTS ACHIEVED
1 - Establishing and Advancing a Northern Agenda This strategy addresses the need for a cross-government coordination of efforts to take greater control over the Northern economy, resource development, and political development. Having greater local control and having more certainty about who has responsibility and how and when it will be exercised, will be key elements of the North becoming less dependent, being more able to set our own agenda. The Department of Executive will play a key role in supporting Cabinet in the articulation and communication of a vision and Agenda for the new western Territory. A northern vision and Agenda are necessary steps to accomplish the government-wide goals of increased employment for Northerners and a fair, Representative and Responsive Government. The elements of this new agenda include: • Enriching governance rights; • Restructuring our fiscal relationship with Canada; • Sharing control of our resources; • Harnessing our economic potential; • Improving our social well-being	• Broad agreement on the northern vision and agenda by the new government • Support from the general public • Support from the Aboriginal leaders • Support from IMAND and the federal government • New fiscal arrangements in place for 1st Assembly • Increased level of own source revenue relative to federal transfer	• Cabinet Ministers of the 1st Assembly undertook extensive consultations with northern leaders and the federal government on the Agenda and the vision • The Intergovernmental Forum has agreed to collectively explore potential options for revenue resource sharing and decisions that would meet the interests of Aboriginal governments, INWT and Canada • Members of the 1st Assembly have indicated general support for the concepts/approach outlined in the Agenda • The Minister of IMAND recently committed that the federal government is willing to engage in discussions on approaches to devolutions and how to "fast track" the process • Efforts to lobby the federal government regarding the fiscal challenges facing the INWT are ongoing - the most notable issue affecting our current formula financing arrangement is self-government financing

STRATEGY	TARGETS/STANDARDS	RESULTS ACHIEVED
3 - Building a New Public Service The CSRS must have an effective, capable, representative and non-partisan public service in place in order to continue to deliver quality programs and services. This Strategy supports the Government's goals of increased employment for Northlanders and a fair, representative and responsive Government.	- Increased knowledge of government plans - Improved morale - Lower turnover rate - Improved representation of Aboriginal persons in management group	- Efforts were made through the release of the Agenda for the New North and through re-establishment of an internal staff newsletter, Bear Facts, to advise staff of the discussion of the government - Two departments carried out employee satisfaction surveys and have proposed follow-up action as a result of those surveys - Based on the number of comparisons, turnover rates have not been reduced - The number of Aboriginal managers across government has risen to 41 managers

DEPARTMENT OF EXECUTIVE

1999-2000 Merit Review Report

STRATEGY

2 - Smooth Transitions for New Governments

This strategy addresses the need to provide a new Assembly and Council with objectives, timely, and complete information on the options and choices before them when they take office, as well as ensuring a coordinated transition for the on-going processes of legislation and policy development, resource allocation, and strategic planning.

(a) Support a smooth transition to the new northern government in August 1999

Thorough, comprehensive strategic planning is critical to the success of any large organization. This is especially true for new governments in the Northwest Territories' consensus system of government. The transition planning process must involve an accurate assessment of the environment the organization operates within and the challenges it faces. It must facilitate the development of clear goals and objectives that the majority of its stakeholders can endorse.

The organization must identify appropriate policies and strategies to achieve its goals and then acquire, organize and deploy its financial, human, information and other resources to implement the policies and strategies. The planning process must also have adequate monitoring and results reporting features to allow for necessary corrective action and strategy modification.

Decision-makers and stakeholders need to know how successful the government is in achieving its goals and objectives. This allows for the selection/modification of effective policies and strategies and for optimum allocation of scarce resources. It also enhances accountability to the public and potentially increases public satisfaction with its government.

TABLE 1: FINDINGS

- business/public support and understanding of choices made
- limited image for new territory
- All departments adhering to integrated planning approach.
- All departments' business and strategic plans linked to government-wide plans where appropriate.
- If level of Council satisfaction with support and advice provided
- Systems in place to monitor broad social impacts of government activities
- Departments have performance measurement system integrated with and/or linked to government-wide measures as appropriate

- Creation & unsealing of the new mosaic and heraldic symbols for the C/NST
- Agenda for the New North formed the policy basis for planning and budgeting in 1999/2000
- Efforts continue to ensure a smooth transition to the new western territory in all strategic and budgetary planning activities

(B) Preparation and Communication of a Transition Plan to the new Government at the October 1999 General Election			
	• Transition Document transmitted to new government • Timelines reflective of business, budget, and legislative planning needs • Business and budget planning flexibility to accommodate changing priorities and choices • Increased public support and understanding of choices made		• Transition Briefing Book and orientation presentation were prepared and provided to Members of the 14th Legislative Assembly. • A compilation of all the specific orientation presentations potentially available was provided to all MLAs • Transition Books for the Premier and Ministers were developed and provided.

FINANCIAL MANAGEMENT BOARD SECRETARIAT

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STRATEGIES	OUTCOME MEASURES	TARGETS/STANDARDS	RESULTS
Strategy 1.1 - Expand the NWT business communities' access to affordable debt financing through an NWT Immigrant Investor Program (Aurora Fund and Aurora Fund II).	- Value of loans placed and percentage of available funding lent. - Loan performance as indicated by loan default percentage. - Number of new jobs created by the businesses financed. - Percentage of increase in net earnings of business financed.	- Default rate as good as the average of plans in other jurisdictions. 100% of available funding lent.	Default rate on Aurora Fund loans is 0%. Loans requested currently exceed funds available but can be met by future closings on Notes not yet fully subscribed. Jobs created or maintained are 324 full time and 83 permanent part time. It has not been possible to link the % increase in net earnings to Aurora Fund loans as other factors may be involved.
Strategy 1.2 - Implement the Division of Assets and Liabilities as outlined in the signed agreement.	Degree to which agreement is implemented.	- Full implementation of all provisions of the agreement. - Audited opening balance sheet, without adverse observations for each territory by December 1999.	Completed. Significant consultation with Nunavut Government has taken place to ensure full implementation of the agreement. Target date for opening balance sheets was extended, due to late start for due diligence on the part of the Government of Nunavut and time consumed in the detailed mechanics of actual division exceeding the initial planned time frame.
Strategy 1.3 - Negotiate a fair and affordable resolution of Pay Equity.	Acceptable progress toward the negotiated settlement.	A negotiated settlement acceptable to all parties.	83% of all people <i>contacted</i> have agreed to the settlement. This represents is 76% of all of the eligible claims.
Strategy 1.4 - Determine options for reducing current cost of the Power Subsidy Program.	- Options developed. - Optimum option selected by the Financial Management Board. - Implementation plan developed.	- Option selected before March 31, 1999. - Implementation by the end of 1999-2000.	The Power Subsidy Program was reviewed by a Joint Working Committee covering all utility subsidies (water & sewer; social housing power; Petroleum Products fuel and the Power Subsidy) and a final report providing a series of recommendations for the Deputy Ministers to review and consider. The Deputies have reviewed the report and recommendations and have provided feedback to the Steering Committee. The Working Committee is awaiting further instructions from the Steering Committee on implementation.

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STRATEGIES	OUTCOME MEASURES	TARGETS/STANDARDS	RESULTS
Strategy 2.1 – Promote continuous improvement to the business planning process, emphasizing effective linkages to government-wide strategic planning, and to departmental planning processes including strategic, human resource and informatics planning. development of appropriate informatics plans by departments to optimize value of technology and information to the organization and ensure that these plans support and are integrated with the Business Plans Strategy 2.3 – Implement accounting policy changes to adopt the Public Sector Accounting and Auditing Board's (PSAAB) recent recommendations on treatment of tangible capital assets and other issues.	- Government wide and consistent departmental business planning process in place and utilized. - Timeliness and completeness of planning process and decisions. - Satisfaction of decision-makers and business planning participants. - Effective Informatics Planning process is in place and utilized. - Timeliness and completeness of Informatics Planning Process and decisions. - Satisfaction of decision-makers and Information Planning participants. - Conformance to the goals of the Informatics Strategy - Degree of compliance with PSAAB.	- All decisions made per planning schedule. - Departmental human resource plans are fully integrated with business plans. - Departmental informatics plans are fully integrated with business plans. - Departments revise business plans as part of on-going internal planning processes. All departments adhering to integrated approach. - Supports the achievement of departmental goals and objectives. - Business-case linkages are achieved between Informatics Plans and Business Plans. - Data exchange is facilitated by cross-functional coordination. - Departments revise Informatics Plans as part of ongoing internal planning processes. - Full compliance achieved by March 31, 2001	- Consistent business planning process in place. - Partially attained during this fiscal year - Partially attained during this fiscal year - Partially attained, some departments are integrating their business planning process with their strategic planning process. - Attained. Planning of Informatics is documented through the Annual Business Plans. - Main Estimates for 2000/2001 are fully compliant with PSAAB direction on Tangible Capital Asset (TCA) Reporting. FAM Directives have been drafted and circulated to departments for comments. A request for proposal process was completed and a proponent selected to assist in selecting a TCA reporting system. Public Accounts will also reflect this approach. FMBS has retained a consultant to assist the GNWT in selecting an asset tracking and reporting system which will be in place March 30, 2001.

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STRATEGIES	OUTCOME MEASURES	TARGETS/STANDARDS	RESULTS
Strategy 3.1 – Promote a corporate culture that values and utilizes effective results reporting.	- Reporting mechanisms in place. - Number of departments with a documented Performance Measurement System. - Client satisfaction feedback system. - Attendance at training sessions. - Number of times this information has been used in decision making	- Every Department has an integrated performance measurement plan. 80% satisfaction rate with FMBS services. 100% of managers have received training in performance measurement techniques. - Systems are in place to monitor program impacts and effectiveness.	- All departments have made substantial gains towards selecting their performance measures. 50% have their systems in place. - The FMBS client satisfaction survey is being revised. Informal feedback has been positive. - To date, 47 Senior Managers (Assistant Directors and above), 47 Managers and 15 program staff have taken training in measures. - The business planning process is in place with targets and measures designed to track program performance. Many departments have measures and systems above what is recorded in the business plans.
Strategy 3.2 – In cooperation with Cabinet Secretariat and all departments, implement a government wide measurement and reporting initiative	- Agreement among Departments on items to be measured. - Development of reporting format. - Degree of consultation with stakeholders.	- Systems are in place to monitor broad social impacts of government activities. - Annual report on impacts of government activities is published. - Stakeholders are involved in monitoring and assessment of social impacts.	- The Socio-economic Scan has assisted in monitoring the impact of government activities. Broad government measures have been developed. - The 1999-2000 results reports are in draft and will be published Feb 2001. - All departments are represented at the table in the development of the government wide measures.

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STRATEGIES	OUTCOME MEASURES	TARGETS/STANDARDS	RESULTS
Strategy 3.3 - Promote effective program design and evaluation methods and approaches within government departments and agencies, communities and non-government organizations	- Number of frameworks developed. - Percentage of all of GNWT programs with regular reporting mechanisms in place, or for which evaluation studies have been done. - Client satisfaction feedback system in place. - Number of departments with responsibility center identified. - Attendance at training sessions. - Quality of evaluations is enhanced. - Community evaluation resource package completed. Community program managers have a good grasp of evaluation principles. - Evaluation website established and accessible to public	- All major policies, strategies and programs have monitoring and evaluation frameworks in place, and regular reporting occurs. 80% satisfaction rate with FMBS services. - Every department has an internal responsibility center for program monitoring and evaluation. 100% of GNWT managers have received training in basic program evaluation techniques. - Advice and assistance on evaluation approaches are available to community governments, government-funded third parties and non-government organizations.	- Not yet completed. FMBS assistance was provided on 12 evaluation projects undertaken by GNWT departments and agencies. - The customer satisfaction survey is under revision into an automatic, electronic version. Informally, there has been positive feedback on FMBS services. - Most departments have identified evaluation resources. - Only 10 GNWT staff have done evaluation training this year as a part of the pilot evaluation package for community managers. The priority was to provide training in the related field of performance measurement. - It is premature to tell if the training and resource materials have enhanced the quality of departmental evaluation. - Ongoing. 21 non profit organizations sent representatives to participate in the pilot of workshop evaluation materials. Assistance and advice continues to be provided to departments and non-profit organizations. The training package is being revised as per recommendations from the community participants who were asked to assist on the design, as well as program managers from the Yellowknife and Fort Smith Health and Social Services Boards. - Deferred until the evaluation package is completed.

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STRATEGIES	OUTCOME MEASURES	TARGETS/STANDARDS	RESULTS
Strategy 4.1 - Increase the timeliness with which public accounts information is completed and published after annual year end and redesign existing public accounts format to improve readability and information value.	• Span of time to publish. • Degree of legislative adherence. • User satisfaction. • Comments from Auditor General.	• Interim Report tabled by 31 July following end of fiscal year. Comptroller General's Statement issued by 31 July following end of fiscal year and Public Accounts tabled by 31 October following end of fiscal year. • Complete satisfaction from M.L.A.'s and Auditor on timeliness of documents as indicated by no negative comments. • Recognition as a leader in public forums. • No critical comments from Auditor-General/Public Accounts Committee on conduct/presentation.	• Interim Report was tabled September 30, 1999. Due to Division-related complexities, the Public Accounts were tabled June 30, 2000.
Strategy 4.2 - Initiate steps toward the integration of financial and non-financial results information in public accounts.	• Results information reflected in Public Accounts. • Timeliness for accountability documents integrated	• Fully integrated public accountability documents by 2002	• Discussions have been held on improvements to Public Accounts reporting.
Strategy 4.3 - Undertake an organizational review of the internal audit function, the focus of internal audit and the delivery of audit services through - A review of audit policy - Improvement on the deterrence of fraud - Increased focus on the efficiency and economy of operations - Increased focus on the identification of cost savings in time of budget constraints - Improved corrective action on follow-up.	• Updated Audit Policy in place. • Reduction in the occurrence of fraud • Degree of increase in successful disposition of fraud through both the civil and criminal courts. • Degree of satisfaction of with the internal audit services. • Reduction in observations raised for op. audits and corporate reviews. • Level of completion of assignments. • Ongoing audit follow-up on corrective action taken. • Improved departmental commitment to corrective action resulting from audit findings.	• Policy in place by Sept 30/99. • Completion of several comprehensive audits by 1999-2000. • Internal audit services fully accessible to regional and departmental managers. • No significant problems identified in corporate reviews. • Measurable reduction in the occurrence of fraud. • Audit recommendations noted and implemented by responsible departments.	• New Audit Directive now in place • Completed comprehensive review of GNWT procurement practices: • Completed BIP review (planning phase) • Reviewed contracting in relation to best practices • Systems IT audit planned for early 2001 • Initiated audit planning in conjunction with corporate reviews in headquarters and the regions • Annual audit work plan will provide for departmental and regional input • Audit work plans will include follow-up on reported recommendations • Carried out a number of special investigations resulting in some recoveries to the GNWT

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STRATEGIES	OUTCOME MEASURES	TARGETS/STANDARDS	RESULTS
Strategy 5.1 - Work with Unions and management to put in place cooperative approaches to resolve and prevent disputes and to improve union/management relations.	- Numbers of grievances that reach third level or arbitration. - Training delivered to regions/departments. - Degree of union involvement in the implementation of the Workplace Conflict Resolution Policy.	20% reduction in arbitrations and third level grievances - high amount of Union involvement in the implementation of the Workplace Conflict Resolution Policy - training on labour relations issues delivered to each region and Department at least once every year	1999-2000 Joint review of the Workplace Conflict Resolution Policy commenced with the NWTTA and the UNW. - Training provided to departments in the regions.
Strategy 5.2 - Implement a new system to ensure business needs are monitored and considered in the ongoing implementation/maintenance of the Human Resource Information System.	- Degree to which departments involved in monitoring process - Organizational satisfaction with the System as estimated through client survey.	- A monitoring process is implemented with a high degree of departmental involvement in the development of the monitoring process and the ongoing management of the process. - Views of users sought on a regular basis. - Surveyed users highly satisfied with the Human Resource Information System.	- July 9, 2000 the first line pay on the new Human Resources Information System (HRIS) ran successfully. - HRIS user committee meetings address the issues and concerns of the users.
Strategy 5.3 - Assess market conditions and GNWT position and develop/implement appropriate policies and measures to facilitate recruitment/retention of a capable GNWT workforce within resources available.	- Relative competitiveness of GNWT pay and benefits packages in the market. - Transferability of pension benefits. - Recruitment success. - Retention levels.	- GNWT's pay and benefits package does not lead market but is competitive. - A reciprocal transfer arrangement is made between Superannuation and CEBA. - Vacancy rate of all occupational groups no greater than 15% on average. - Turnover rates kept to industry norm.	- Inter jurisdictional survey indicated that salary/ benefits are competitive but do not lead the market. - NEBS done - Vacancy rates at 16.8, but are still improving from 1970's levels of 35%. - Turnover rates are 17%.

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STRATEGIES	OUTCOME MEASURES	TARGETS/STANDARDS	RESULTS
Strategy 6.1 - Removal of the GNWT's role as landlord of staff housing.	- Percentage of GNWT inventory of "owned" homes that have been sold. - Proportion of GNWT staff in private accommodation. - Privatization and/or transfer of staff housing assets to community control. - Degree of rationalization of leased inventory.	- All owned housing units are sold by March 31, 2001. - Employees no longer in staff housing. - Alternative arrangements negotiated for all leases by March 31, 2001.	- The inventory of owned units that are capable of being sold is down 20 units. - The number of employees in staff housing has declined to less than 100.
Strategy 6.2 - Audit Bureau review of the efficient and economic procurement of Government resources.	Reduction in or justification of procurement costs (in accordance with Government policy) and improved efficiency of process.	Input costs match industry averages for most categories.	Review of procurement completed which identified a number of cost saving opportunities along with recommendations on procurement practices.

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STRATEGIES	OUTCOME MEASURES	TARGETS/STANDARDS	RESULTS
Strategy 7.1 - Maximize the Government's investment in capital infrastructure through implementation of public/private partnerships	- Successful completion of six P3 pilot projects: # of operating leases signed # of facilities completed. - Evaluation of pilot initiative complete and recommendations for further projects presented to Financial Management Board. - Number of northern firms selected as successful proponents. - Amount of private sector investment in public infrastructure.	- Six new facilities available for public programs at no more cost than the government would incur with direct borrowing. - P3 implementation policy in place which builds on the experience of the pilot projects. - Northern developers have the experience and capability to enter into P3 arrangements with government. - Risk of ownership transferred to the private sector.	1 facility has been completed and is now operational. All other projects have moved to traditional construction approaches. - The evaluation is underway which will help determine direction of policy and the extent of northern capability for P3 projects. - Attained in the Fort Smith facility. Further information will be forthcoming in the evaluation report.
Strategy 7.2- Support the self-government negotiations (led by Aboriginal Affairs) by collecting and analyzing financial information and costing models.	- Effective affordable and efficient self-government model(s). - Cost of implementing self-government agreements.	Programs and services are delivered under the self-government models from within existing resource allocations.	- Increased recognition at all self-government negotiation tables of the importance of fully addressing financial issues. - Federal Government has still not recognized its obligations. - Developed position Paper/approach on costing self-government. - Deferred
Strategy 7.3- Identify best practices for restructuring, alternative service delivery and jurisdictional arrangements between levels of government and third parties.	Identification of 10 'best practice' models for further analysis and recommendations.	- Organizational guidelines in place for departments. - Clear policies in place with regard to accountability mechanisms for alternative service delivery arrangements.	To be completed in winter 2001. Research is currently underway.

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1999-2000 Results Report

STRATEGIES	OUTCOME MEASURES	TARGETS/STANDARDS	RESULTS
Strategy 8.1 - Complete the implementation of the Digital Communications Network and promote the development of cost-effective utilization of its capabilities and capacity.	- Degree to which DCN implemented. - Reliability of Digital Communications Network. - Level of use of Digital Communications Network.	- Digital Communications Network fully implemented. - Reliability maintained within contract parameters. - Substantial usage level and usage increases annually.	- The Digital Communications Network (DCN) was implemented in all 58 NWT communities by December 1998 (ahead of schedule). Network reliability is within contracted standards with additional network performance standards under development. 100% legacy network applications are now running over the DCN. The former X.25 network has been fully supplanted. - The provision of data processing services has been within acceptable operating standards as evidenced by the lack of any significant system failures beyond normally acceptable system outages. - All major corporate systems continue to satisfy appropriate data management and information requirements across the (GNWT). Additional performance metrics are under consideration to allow for more specific quantitative measures. - Data transmission services have been significantly improved through the provision of enhanced network backbone services that have higher reliability and bandwidth capabilities. - All completed
Strategy 8.2 - In partnership with the departments rewrite the (GNWT)'s Informatics Strategy to reflect changes in needs and technology.	- Data processing efficiency / reliability. - Data systems security. - Management information quality / availability. - Communications capability.	- Data processing lists at industry average with acceptable error rate. - No critical systems failure/downtime. - Information available on all critical programs. - All data capable of being transmitted in manner/speed to meet business requirements.	
Strategy 8.3 - Develop and successfully execute a (GNWT) Year 2000 strategy.	- Number of applications that were made year 2000 compliant. - Number of PCs that were made year 2000 compliant - Number of embedded systems that were made year 2000 compliant	- All critical (GNWT) systems are Year 2000 compliant. - All critical PCs are year 2000 compliant. - All critical embedded systems are year 2000 compliant.	

FINANCIAL MANAGEMENT BOARD SECRETARIAT

1999-2000 Results Summary

STRATEGIES	OUTCOME MEASURES	TARGETS/STANDARDS	RESULTS
Strategy 9.1 - Enhance FMBS working relationship with departments through implementation of a client service forum.	- Level of awareness as determined through client surveys. - Number of call letters issued with 10 day working day turn around. - Number of cooperative joint initiatives.	- Departments and agencies are aware of the technical and support services provided by FMBS. 100% of call letters and instructions to departments are issued on a timely basis, are clear and are backed up with technical support. 50% increase in FMBS collaboration with departments on major program reviews, policy initiatives, and re-engineering initiatives.	<i>Business demonstrated through increased participation and consultation with line departments, prior to client survey being revised, specifically:</i> - Revised Year-end Instructions were issued to all departments and regions supplemented by Regional Conference for Departmental Regions and further "one-on-one" departmental visits to each department. - The Financial Information System was consolidated on the 10/21/2000. This has decreased departmental workloads at year end. - Completed the implementation of a new FRC coding structure by holding departmental workshops on this subject. The coding reduction will further reduce departmental workloads. - Drafted and issued new Financial Administration Policies and Procedures to provide clarity in financial administration and management. - FMBS staff have participated in 12 evaluation initiatives and 3 major program reviews at the invitation of the departments. - FMBS senior managers participate in monthly meetings of Directors of Finance and Corporate Services.

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STRATEGIES	OUTCOME MEASURES	TARGET STANDARDS	RESULTS
Strategy 9.1 - Enhance FMI's working relationship with departments through implementation of a client service focus	- Client satisfaction feedback mechanisms in place - Number of call letters issued with 10 day working day turn around - Number of cooperative joint initiatives	- Departments and agencies are aware of the technical and support services provided by FMI's. - Departments and agencies have a high degree of satisfaction with the level of service provided. 100% of call letters and instructions to departments are issued on a timely basis, are clear and are backed up with technical support.	<i>Agencies demonstrated through increased participation in seminars/workshops with departments, policy to client service being provided specifically:</i> - FMI's participated as a member in a Request for Proposal Committee to review the CNDVT banking requirements. This should reduce departmental workloads. - Assisted departments and agencies with the development of amendments to the Financial Administration Act and associated regulations (i.e. Guarantees and Indemnities, NWTPC Investment Power, etc.). - Assisted in review of Contract policies, regulations and best practices. - Drafted and issued a pocket sized Signing Authority Handbook (approximately 2000 copies) for all Spending and Project Authorities within the CNDVT in order to provide CNDVT managers with instant access to signing authority rules. - Worked with M.C.A. to alleviate problems within land administration. - The FMI's has consulted extensively with Departmental representatives on Business Planning, and scheduling, all suggestions were considered and opened for discussion. - The F7 process was a collaborative process between CNDVT line departments, stakeholder community groups, contractors and professional groups. All of the major contributors have been identified for feedback in the evaluation. - The FMI's has assisted the Departments in identifying Performance measures from around the world that might assist them with their particular field of practice. 3 years of study into this resulted in the compilation of a workshop and resource binder. - FMI's has also provided resource materials on re-engineering, service protocols and functional studies for those who request assistance.

ABORIGINAL AFFAIRS

ABORIGINAL AFFAIRS

1999-2000 Results Report

GOALS	TARGET/STANDARD	RESULTS
To influence and support the establishment of an effective system of government, which has wide support of its citizens, in the western Northwest Territories.	Clear majority support for a model in plebiscite Greater than 50% voter turnout for plebiscite.	The Constitutional Working Group office closed March 31, 1999 and the intergovernmental forum was implemented. Constitutional development in the NWT is being shaped largely through the negotiation of self-government agreements and high level discussions with Aboriginal groups. Negotiating mandates for exclusive Aboriginal governments were developed that were consistent with the Cabinet approved vision document, <i>Key Features</i>. An Intergovernmental Forum involving Aboriginal groups, the federal government and the GNWT was established as a vehicle for discussing mutual issues of territorial concerns, such as resource revenue-sharing.
To influence and support the successful conclusion of outstanding land claims, treaty entitlements and self-government agreements, which will provide for continued improvement of the political, social and economic environment.	Negotiating instructions in place within one year. Conclude all outstanding agreements within five years.	During 1999-2000, the Ministry finalized a complete Negotiations Framework for Aboriginal Governments. The Framework is comprised of broad negotiating instructions that provide GNWT negotiating teams with policy direction as well as flexibility to respond to the unique aspects of each negotiating process. As well, the Ministry began the development of a complete Negotiations Framework for Partnership Governments. This Framework will comprise the same scope of broad negotiating instructions as the Aboriginal Government Framework and is scheduled for completion during 2000-2001. - The Dogrib Agreement-in-Principle was initialed and signed in 1999-2000. Significant progress was made on the intergovernmental service agreement, which will define the delivery mechanism for health, social services and education for the first ten years after the effective date of the Final Agreement. The target for the Final Agreement to be reached is within the next 2 years. - Beaufort Delta made progress towards an AIP, including a governance model that would be supported throughout the region and reaching conceptual agreement on several sub-agreements primarily in the social envelope. Community communications tours took place throughout the region. Target for an Agreement-in-Principle is during 2000-2001. - Deline negotiations progressed with the completion of a model for an inclusive Aboriginal community-based government. Progress was made on negotiating sub-agreements, including the completion of education (k-12) (pending costing). Target for an Agreement-in-Principle is during 2001-2002.

To influence and support the implementation of land claims, treaty entitlement and self-government agreements in a manner that maintains an adequate level and quality of programs and services for all residents.		• Salt River First Nation (SRFN) negotiations made progress towards a Memorandum of Intent, following renewal of the Federal Negotiators mandate. An Agreement-in-Principle was signed with Smith Landing First Nation, who split off from SRFN in 1998. Memorandum of Intent is targeted for completion in 2000-2001. • South Slave Metis negotiations have recommenced after being stalled due to issues relating to negotiating self-government. The signed Framework Agreements sets out a two-stage process, with self-government being dealt with in the second phase. • Negotiations on the Akaicho Territory Framework Agreement were stalled for most of 1999-2000 due to disagreement about the G/NWT's participation. This issue was resolved in February 1999 and work progressed rapidly on a Framework Agreement. The Framework Agreement will be signed on July 25, 2000 and full negotiations will commence shortly thereafter. • Meetings were held with the Deh Cho First Nations (DCFN), with the G/NWT as an observer. While agreement was reached on proceeding with a two-stage process beginning with a Framework Agreement and Interim Measures, progress was slowed by the unresolved issue of the G/NWT's participation. Work began on a Political Accord to clarify the relationship between the DCFN and the G/NWT. Target for the Framework Agreement is expected to be signed during 2000-2001.
To enhance and maintain mutually beneficial working relationships with Aboriginal governments and leadership.	Memorandum of Agreement with federal government to cover incremental and transitional costs.	Negotiations reached an impasse during 1999-2000 as Canada continued to refuse to pay 100% of all G/NWT incremental costs associated with implementing Self-Government Agreements. As a result, direction was given to the Ministry to cease MOA negotiations, but to continue technical discussions with DIAND towards agreeing on a definition of incremental cost and developing a methodology on how Self-Government Agreements will be costed. After much delay on the part of DIAND attributed to staff turnover, these discussions are now occurring on a regular basis with agreement being reached on wide range of core principles on topics including Own Source Revenue, Taxation, Fiscal Incentives, Fiscal Equity, Fiscal Simplicity, etc. As well, costing side-tables have been established for each of the Beaufort-Delta, Deline and Dogrib processes.
	Regular meetings. Positive feedback from Aboriginal leadership.	Regular and responsive relations with Aboriginal governments and leadership throughout the NWT were maintained, through attendance at Annual Assemblies and other key gatherings as well as the implementation or negotiation of political accords with Beau-Del, Deh Cho and Akaicho and the establishment of the Intergovernmental Forum process.

		Relationships with all Aboriginal governments continue to evolve and remain primarily positive. Issues do remain, particularly with regards to the role and positions of the GNWT in the negotiations of lands, resources and self-government agreements.
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FINANCE

DEPARTMENT OF FINANCE

1999-2000 Results Report

STRATEGY	TARGET	RESULTS ACHIEVED
1. Develop options, in conjunction with other government departments, relating to formula financing, taxation and resource revenue sharing, that, while reflecting territorial interests, are also supportive of the implementation of the inherent right to self-government.	Progress is made on taxation agreements with aboriginal groups. Work is started on negotiating the devolution of resource revenues from the federal government.	Discussions are ongoing with the federal government and Dogrib on taxation provisions in the Dogrib Lands, Resources and Self-government agreement. The Department developed a policy position on taxation and self-government financing with particular reference to negotiations at the Dogrib table. The NWT tabled a taxation interests paper based on this policy. The Department has identified the potential resource revenues from oil and gas and minerals. The Department is participating with other departments in work to develop a non-renewable resource strategy for the NWT.
2. Review and evaluate the implementation of the 1999-2004 Formula Financing Agreement.	The new Formula Financing Agreement is correctly implemented.	Federal calculations under the new formula Financing Agreement have been verified. Some of the changes have not yet been fully implemented, because they are based on data that is not yet available.
3. Ongoing review of the tax system to ensure that it continues to be supportive of a stable economic and social environment	Tax proposals are prepared for the 2000-01 budget. Developments in provinces are monitored to determine competitive environment.	A review of NWT revenue options was completed as one of the Business Planning Task teams. Several proposals were prepared for possible inclusion in the 2000-01 budget. Changes are being made to all nine provincial personal income tax systems to move to a tax on income. To date, none of the three territories have announced that they will be making this change. The Department of Finance is following these developments to determine if it would be in the interests of the NWT to move to a tax on income. At present the costs of moving to a tax on income could be significant for the territories. Some provinces have also been lowering personal and corporate income tax rates, which will make the NWT less competitive.
4. Actively participate in the federal / provincial / territorial processes on the Social Policy Framework and on federal intergovernmental transfers to ensure adequate funding for social programs.	Assistance is provided to other governments regarding funding.	Significant work was done in federal/provincial/territorial discussions on health care funding. Work was completed on both the one time Canada Health and Social Transfer (CHST) trust and transfers for Indian and Inuit Health Care. Advice was provided to Education, Culture and Employment on the Child Benefit. Advice was provided to other departments as required on formula financing issues.
5. Evaluate the Child Benefit and Investment Tax Credit initiatives.	The Child Benefit was budgeted to disburse \$2.1 million to NWT families in 1999-2000. The Investment Tax Credit was limited to a total expenditure of \$1 million in 1999-2000, for the 1998 tax year.	Child Benefit A total of \$2.1 million was disbursed in 1999-2000 to 3200 families with about 6400 children. These same families received a total of \$9 million in federal child benefits. Investment Tax Credit Two companies registered for the Investment Tax Credit program for the 1998 year, and received about \$410,000 in investments by February 28, 1999. A total of \$52,000 in tax credits was claimed in 1998. Credits can be carried forward to future years. Numbers for the 1999 tax year are not yet available.

STRATEGY	TARGET	RESULTS ACHIEVED
		This amount is less than paid out by the larger provinces, but is about the same, on a per capita basis, as the amounts paid by the Atlantic Provinces. Most of the credits provided by the provinces are for Labour Sponsored Venture Capital Funds. No Labour Sponsored funds have registered in the NWT. This may be because with a smaller number of investors and investment opportunities, such funds would not be as feasible as in larger provinces. The program is scheduled to expire in 2003. It should be assessed before then to determine if it is valuable in encouraging investment in the NWT. Increased use made of field and other audit techniques have lowered outstanding amounts of taxes due. Due to insufficient server capacity and the demands of other tax projects, especially the provision of tax administration services to Nunavut, external tax and insurance websites were not created. Tax and insurance procedures and forms continue to be available on request. Due to insufficient server capacity and the demands of other tax projects, especially the provision of tax administration services to Nunavut, external tax websites were not created. Tax procedures and forms continue to be available on request. "GAM-GIA", proprietary risk management software offered by the GNWT's broker will be installed in the summer of 2000. This is more comprehensive than the claims management system previously considered. The guide was prepared in consultation with municipalities; then distributed. Each municipality was then contacted, and their accounts reviewed at length by the compliance officer. The <i>Insurance Act</i> was duly amended, giving the Superintendent of Insurance the authority to approve forms and the responsibility of ensuring that forms conform to the <i>Insurance Act</i>.
6. Increase tax audit and collections effort	Increasing tax revenues and collections	98,999 shown cause hearings - 6; 99,000 shown cause hearings - 8 98,999 inspections - 1283; 99,000 inspections - 1107
7. Make the tax and insurance acts, procedure guides and filing forms available on the department website by September 1999	Websites completed, tested and made available to the public by September 1999	Although there were fewer inspections by inspectors, (there were no inspectors in Norman Wells, Ft. Simpson and Inuvik for a period of time) there has been an increase in activity by the RCMP
8. Design websites for petroleum products, tobacco and payroll administration.	Websites completed, tested and made available to the public by September 1999	
9. Develop an internal GNWT website for insurance claims by September 1999	Websites completed, tested and made available to the public by September 1999	
10. Develop and distribute to municipalities by December 1999 a guide to law and procedures governing administration of education taxes	Positive feedback from 80 per cent of municipalities on new procedures governing administration of education taxes	
11. By July 1999, subject to Legislative Assembly approval, remove the <i>Insurance Act</i> forms from the legislation and regulations; and place under control of the Superintendent of Insurance	Amend Section 38 of the <i>Insurance Act</i> to remove the requirement that forms be prescribed.	
12. Increased use of liquor inspectors to enhance compliance with liquor legislation	Fewer liquor licensing infractions resulting in fewer shown-cause hearings	

DEPARTMENT OF FINANCE

1999-2000 Results Report

STRATEGY	TARGET	RESULTS ACHIEVED
		This strategy is part of a longer term effort by the Department to increase compliance by licensees with the <i>Liquor Act</i>. The overall goal is to make licensees understand that if infractions continue they will be brought to a Show Cause Hearing. • Courses delivered to licensees: 98,999 - 10 99,000 - 17 • Implemented a quarterly newsletter for licensees. • Advised licensees of upcoming Board Meetings. • Reminder bulletins are forwarded to licensees on an as needed basis. Unaudited revenue exceeded projected revenues for 1999/2000 by \$ 1.6 million. Income to sales ratio for the liquor revolving fund was 52.7 per cent for the same period.
13. Improved communications with liquor licence holders to enhance compliance with liquor legislation	Communicate more frequently with licensees	The Liquor Commission continues to carry health advisory messages on liquor bags and warning labels. The Liquor Commission, in conjunction with the Canadian Association of Liquor Jurisdiction introduced a liquor-related water safety poster titled "Please Don't Go Overboard". This poster was displayed in all liquor stores and distributed to licensed premises for display. In conjunction with Mothers Against Drunk Driving a ribbon program "For Our on for Safety" was in every liquor store. The Department is an active participant in the Tobacco Control Working Group.
14. Improve the efficiency of the liquor system	Income to sales ratio of the liquor revolving fund increased to 52 per cent	Concern was expressed that health warning labels were not applied to each liquor container. Based on the number of warning labels supplied to the store operators and the number of units sold it appeared that these concerns were justified at one outlet. Further investigation revealed that this concern was unjustified. Compliance with the requirement to attach health warning labels is generally high.
15. Work with government departments and other organizations to improve awareness of responsible use of alcoholic beverages and tobacco products	Increase the number of organizations with which the Liquor Commission jointly sponsors health promotion programs. Options respecting tighter enforcement of the <i>Tobacco Act</i> identified and reviewed by December 1999	The Department conducted an in-depth review of the <i>Tobacco Tax Act</i> during the year to identify options with respect to tightening enforcement of the <i>Act</i>, in particular, the selling of tobacco to minors. The <i>Act</i> allows for permits to be withheld, cancelled or suspended for prescribed offences. The <i>Act</i> contains a reference to the <i>Tobacco Act (Canada)</i> which allows permits to be revoked as well for offences against the federal <i>Act</i>. The GNDT experienced no major fire losses in 1999-00. Government policies were reviewed to ensure the most appropriate, cost effective coverage.
16. Ensure wider compliance by liquor contractors with the requirements to attach health advisory warning stickers to alcohol containers	Increase the number of alcohol products with health advisory warning stickers.	
17. Review enforcement options relating to the minimum age for purchasing tobacco products and to sanctions for vendors convicted of selling tobacco to minors.	Options respecting tighter enforcement of the <i>Tobacco Tax Act</i> identified and reviewed by December 1999.	
18. Develop new approaches and improve coordination with the office of the Fire Marshall, Public Works and Services and other departments, boards and agencies with a view to improving the GNDT's insurance loss record.	Government able to maintain affordable insurance coverage.	

STRATEGY	TARGET	RESULTS ACHIEVED
19. Complete data processing, analysis, and distribution of the results of the 1999 NWT Labour Force Survey.	Two measures were impacted by this strategy: - Information for the Territories is compiled and disseminated in print and electronic form. - Detailed information is developed, analysed and distributed concerning information on children, youth and employment	Completed PHAS 1 for Prevention Checklists are sent to Risk Management and Insurance in the Department of Finance and to the Fire Marshall for review and comment. BMAI is working with the Fire Marshall and insurers to provide appropriate firefighter training resource materials to community fire departments. Arctic Airports has also established BMAI as a recipient of all incident reports required by Transport Canada. Planning and field operations for the 1999 NWT Labour Force Survey were completed during 1998/99. This survey provided detailed labour market information for each territory and their communities prior to division. The survey included some 12,500 respondents in communities throughout Northwest Territories and Nunavut. An estimated 120 community interviewers were hired to work on the project. During 1999/00 processing was completed on the survey data and statistical files were produced. An overall summary report for Northwest Territories was released in print and electronic format in August, 1999. In addition, some 130 statistical tables highlighting results of the survey were compiled and made available on the Bureau of Statistics web site. An extensive number of specific tabulations were also prepared and provided to departments including ICA, RWTED and MMA. Initial drafts of analytical reports examining specific issues examined in the survey were prepared and will be released during 2000/01. In addition to print and electronic dissemination, several presentations were made on the results of the survey to various departmental and regional CNBT staff and to private sector and community groups. The National Bureau of Statistics also released a summary report for their communities with the assistance of the NWT Bureau of Statistics. Extensive dissemination of information from the Integrated Survey of Health & Children was completed in three main areas during 1999/00. First, extensive statistical support and preparation of tabulations were completed in cooperation with the Department of Health and Social Services related to the development of the first NWT Health Status Report. This comprehensive document relied heavily on data from the Integrated Survey of Health & Children.
20. Analyse and disseminate results from the 1998/97 Integrated Survey of Health and Children and compare to the 1994/95 results.	Two measures were impacted by this strategy: - Information for the Territories is compiled and disseminated in print and electronic form.	The National Bureau of Statistics also released a summary report for their communities with the assistance of the NWT Bureau of Statistics. Extensive dissemination of information from the Integrated Survey of Health & Children was completed in three main areas during 1999/00. First, extensive statistical support and preparation of tabulations were completed in cooperation with the Department of Health and Social Services related to the development of the first NWT Health Status Report. This comprehensive document relied heavily on data from the Integrated Survey of Health & Children.

STRATEGY	TARGET	RESULTS ACHIEVED
	- Detailed information is developed, analyzed and distributed concerning information on children, youth and employment	Secondly, detailed specific tabulations from these surveys were provided to departments like HRSDS and ICE. Finally, tabulations from this survey were placed on the Bureau of Statistics for wider dissemination. Comparison of survey results for 1994/95 and 1996/97 was not completed as final statistical files were not received from Statistics Canada until February, 2000. This comparative analysis will be completed in early 2000/01.

MUNICIPAL AND COMMUNITY AFFAIRS

MUNICIPAL AND COMMUNITY AFFAIRS

1999-2000 Results Report

GOAL	TARGET AND MEASURE	PROGRESS TOWARDS ACHIEVING TARGET
Improve client satisfaction.	<u>Target</u> 80% of Western NWT community governments are happy with the level of service provided by the Department. <u>Measure</u> - Number of community governments satisfied with the level of service provided by the Department.	- Met with various stakeholders to determine areas needing improvement and began to implement changes to policy, legislation, financial arrangements and business practices based on those discussions. - MACA's organisational structure is under review to better reflect the emerging self-government political structure. An emphasis has been placed on an advisory and assistance role rather than the established management and authority role.
Improve the quality of advice and assistance provided by the Department.	<u>Target</u> - Consistently meeting established internal service delivery benchmarks. <u>Measure</u> - Level of success in meeting internal service delivery benchmarks.	As providing advice and assistance has become the main goal for the Department's primary function, this initiative has been incorporated into MACA's overall Departmental strategy. As such this initiative has been replaced during the course of MACA's strategic planning process.
Improve the quality of monitoring community government performance.	<u>Target</u> - Western NWT communities implementing the monitoring and evaluation framework developed by MACA. <u>Measure</u> - The level of success achieved in implementing the monitoring and evaluation framework in six trial communities.	- An interim financial monitoring tool has been developed through discussion with stakeholders and will be implemented by regional offices and communities over the 2000/01 fiscal year. - The Public Sector Accounting Standards, a redraft of the previous standard, have been reviewed and may be accepted for both tax-based and non-tax-based communities. Under the previous standard only non-tax-based communities were covered. - MACA is developing Financial Standard Operating Procedures (Policies) for implementation by Community Governments. These procedures are designed as templates from which Community Governments can develop their own set of operating procedures.
Build and develop employee capacity and morale.	<u>Target</u> 90% of MACA employees are satisfied with their working conditions and the level of training and developmental opportunities available to them. <u>Measure</u> - The number of employees expressing satisfaction with their job.	Over the 1999/2000 fiscal year, the HR division of MACA conducted 15 training courses for a total of 120 participants. In addition there were seminars held in 3 communities to explain HR duties and responsibilities to staff in the development of a HR Plan.

GOAL	TARGET AND MEASURE	PROGRESS TOWARDS ACHIEVING TARGET
Increase the number of aboriginal people employed by the Department.	<u>Target</u> - Aboriginal people employed by MACA are representative of the local population it serves. <u>Measure</u> - The number of aboriginal employees employed by MACA in Headquarters and regional offices.	- While the total number of aboriginal employees decreased due to division, the percentage of aboriginal employees increased from 46.9% to 48.7% - In addition, the percentage of aboriginal employees in management positions went up from 17.2% to 23.1%. This percentage puts MACA above the average for aboriginal representation at the management level.
Increase self-reliance and accountability of community governments.	<u>Target</u> - Community governments directly accountable and responsible to their residents for program management and delivery. <u>Measures</u> - The number of direct delivery programs and services that are delegated, devolved or contracted out to community governments (not sure how we would measure). - Another measure could be factors related to the implementation of the Volunteer Strategy - increased self reliance or the number of communities being hooked up to the Internet (increase access to other resources).	- The Department has prepared a legislative proposal to overhaul the municipal acts and provide community governments with broader authorities and more meaningful accountability mechanisms. - The Department's ongoing work in support of the self-government negotiations, and in particular the Dogrib Community Government Act, will also lead to the increased self-reliance and accountability of community governments.
Improve communications with community governments on the development of Western governance models.	<u>Target</u> - All Western NWT community Governments informed on proposed governance models. <u>Measure</u> - Number of community Governments informed of the proposed models.	A conference was held in Hay River during June 1999 to provide information and discuss the self-government process with the mayors and chiefs of most NWT communities.
Reduce the number of deaths, injuries and property loss due to fire.	<u>Target</u> - Fire loss in the NWT is comparable to the national average. <u>Measure</u> - The level of fire loss in the Western NWT.	- A multi-year Fire Training Plan was initiated to improve the quality and skill of fire fighters throughout the NWT. This plan will give fire fighters the knowledge and abilities to safely and effectively fight fires in the NWT. 1999 saw a significant reduction in the number of deaths, injuries and property loss due to fire in comparison to previous years. This reduction largely reflects the impact of division on the incidence of fires in the NWT. It will take a number of years to establish accurate average statistics for fire losses in the post-division NWT.

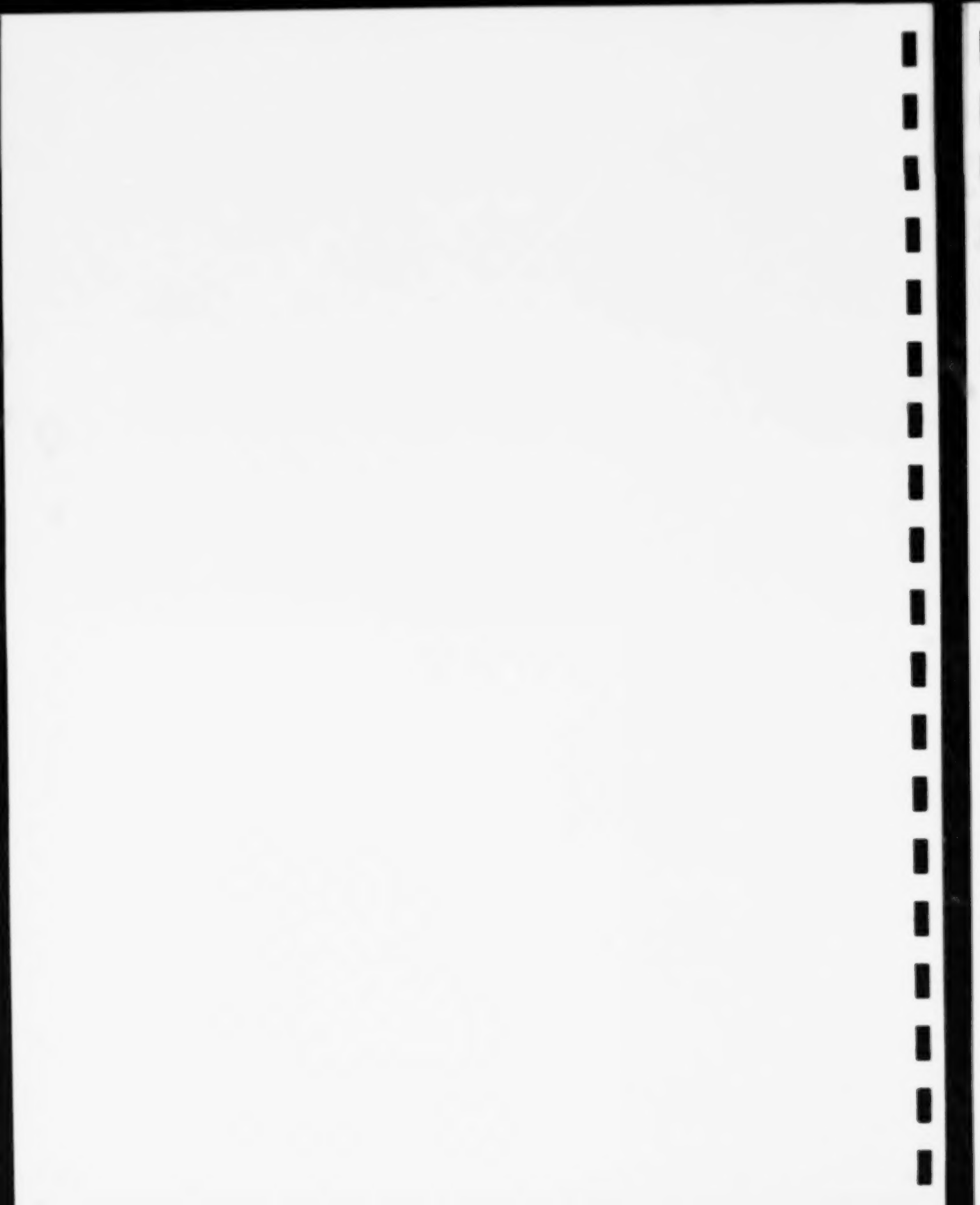
PUBLIC WORKS AND SERVICES

PUBLIC WORKS AND SERVICES

1999-2000 Results Report

GOAL	STRATEGIES	OUTCOME
Client satisfaction with the delivery of department services	Provide technical support to clients in resolving Year 2000 problems. Work with clients to implement second year of headquarters office plan. Provide support to the Government of Nunavut in a manner consistent with the aspirations of its citizens.	PWS took the lead role in the Interdepartmental Y2K Embedded Systems committee and in developing an action plan. Clients reported they were pleased with the process and PWS performance. Overall support was successful. Transition to Year 2000 was uneventful. Successfully relocated PWS from lease office space to GNWT-owned space. Post-occupancy survey indicates a high degree of tenant approval and satisfaction with new space. Successfully relocated Legal registries and Services from leased office space into GNWT-owned space. Post Occupancy survey indicates a high degree of tenant approval and satisfaction with the new office. PWS was publicly recognized for its partnership role in delivery of the Nunavut Incremental Infrastructure program. Support was also provided in the areas of asset management, facility planning, systems and communications, and the petroleum products program. All contract obligations were successfully met. Approx. \$800,000 of work done on behalf of the new government.
Private sector provision of petroleum products to communities.	Restructure the fuel price and subsidy system to support privatization. Seek privatization opportunities on a community-by-community basis. Implement second year of environmental assessment and remediation plan.	Deferred, pending outcome of FMB direction to consult with the NWTPC regarding consolidation of PPD/NWTPC. Commercialization of Tuktoyaktuk completed as of 1 February 2000. Outstanding proposals for 6 more communities are pending. Completed. Phase I (visual exam) and Phase II (sampling, lab analysis) were carried out in 9 communities. Phase III (detailed assessment, remediation plan) was carried out in Tuktoyaktuk, Ft McPherson, Ft Good Hope, and Tulita.
Effective and efficient information technology and communication services	Provide tech support for government utilization of the DCN. Develop a medium-term platform strategy consistent with the government's overall Informatics Plan. Implement revised systems and communication services chargeback system	Completed and on-going. One new staff (Wide Area Network Specialist) hired for DCN support. Part of upcoming Knowledge Management Strategy. FMBS is the lead. PWS is an active participant. Completed successfully. System now more balanced and representative. DCN is charged equitably across the government.

HEALTH AND SOCIAL SERVICES



Introduction

This report provides an overview of the major activities and initiatives undertaken by the Department in the 1999-2000 fiscal year. Information is summarized according to the Department's priorities as identified in its 1999-2000 Business Plan.

Our Goals and Approach

The Department has four long-term goals:

1. to improve the health status of people in the NWT;
2. to improve social and environmental conditions for people in the NWT;
3. to improve integration and coordination of health and social services, including services by government, non-government agencies, and private and volunteer sectors; and
4. to develop more responsive, responsible and effective methods of delivering and managing services.

To achieve these goals, the Department has identified three areas of investment to strengthen the health and social services system:

1. building strong partnerships between workers and agencies;
2. developing a full continuum of health and social services; and
3. improving decision making by developing public policy with health and well-being in mind.

These three areas provide a solid foundation for developing strategies to tackle the NWT's most pressing health and social issues.

Our Priorities

The Department's priorities include the following six broad strategies:

1. *Human Resources* - addressing the human resource needs of our health and social services system;
2. *Health Promotion* - investing in promotion and prevention activities;

3. *Mental Health* - improving mental health treatment services and prevention programs;
4. *Board and Governance Reform* - clarifying roles and responsibilities of various partners in the health and social services system;
5. *Children and Youth* - improving treatment services and prevention programs for children and youth; and
6. *Continuing Care Services (Care Reform)* - improving the delivery of institutional and community support programs for continuing care, including home care.

These strategies support one or more of the broad strategic directions identified in the Department's strategic plan, *Shaping Our Future*. These strategies are multi-year initiatives. Benefits will, in most cases, be realized over five to ten year, or even generational, time frames.

In addition, the Department identified the need to develop a well-defined framework for setting management objectives and accountability measures within the health and social services system.

Year End Status of Priorities

Table 1 provides a summary of the Department's progress for each strategy.

The Department has also made progress on establishing a system-wide framework for management and accountability. Activities include:

1. development of a draft accountability framework for health and social services boards, with implementation beginning April 2000;
2. signing of contribution agreements with six of the nine boards, requiring that an identified set of core services be provided by those boards; and
3. development of measures (standards) to permit system-wide evaluation of service delivery (work currently underway).

Other Activities

During this year, the Minister also received the final report from the panel members of the Minister's Forum on Health and Social Services. The Minister tabled a response to this report in the 2000-01 fiscal year.

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

1999-2000 Results Report

Table 1: Year End Status of Department Strategies

OUTCOMES	RESULTS ACHIEVED
Human Resources - addressing the human resource needs of our health and social services system Northern health and social services work force • Northern Development Program (career development in the health and social work professions) • orientation activities delivered to high school students on health and social work careers • 35 bursaries (totaling \$35,000) provided to students in health and social service fields • 11 health care bursaries awarded to students in social work, nursing or family medicine • summer student internship and practicum placements offered • active recruitment of NWT graduates, with resumes sent to all boards • nurse mentorship program underway; social work mentorship program under development • undergraduate sponsorship proposal developed for medical school bursaries • scholarship opportunities for nursing and social work in development • establishment of Territorial Committee on Workplace Health, Safety and Well-Being • development of orientation program for health and social services staff	

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

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OUTCOMES	RESULTS ACHIEVED
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DEPARTMENT OF HEALTH AND SOCIAL SERVICES		1999-2000 Results Report
OUTCOMES	RESULTS ACHIEVED	
Stable workforce in all areas of health and social services	Recruitment And Retention Activities (general) - on-going support provided to boards in their recruitment activities - support includes staffing, training, job description development, organizational design, and labor relations training - on-going job fair participation for various health and social professions - web page for health and social services recruitment operational in February 2000 12 students hired by five health and social services boards through the Health Careers Orientation Program - promotional/advertising campaign: - developed 16 page brochure on health and social services careers in the NWT - finalized posters on physician recruitment - placed on-going recruitment ads for nurses and social workers in their respective association journals, university publications, medical and social services journals Recruitment And Retention Activities (nurses) - nurse market supplement introduced in September 1999 to stabilize current nursing work force and to aid in territory-wide recruitment efforts - investigating foreign recruitment options for nurses - nurse educator positions (3) introduced in Deh Cho, Dogrib and Inuvik boards to provide support to entire nursing work force and collaborate on orientation and training - decrease in community health nurse vacancies from 28% in December 1998 to 8% in January 2000 - decrease in hospital nurse vacancies from 15% in December 1998 to 9% in January 2000	
Recognized sets of competencies for health and social services staff	Mentorship Program - program in place to support newly graduated nurses in practicing skills and adapting to the work place - five of seven Aurora College nursing graduates in 2000 approved for this program; four graduates placed at Stanton Regional Hospital and one at Inuvik Regional Hospital	

DEPARTMENT OF HEALTH AND SOCIAL SERVICES		1999-2000 Results Report
OUTCOMES	RESULTS ACHIEVED	
	<u>Professional Development Fund</u> • program in place to allow health professionals to enhance their skills <u>Job Evaluations</u> • completion of 14 evaluations (1,827 total) provide a consistent base for defining the scope, competencies and requirements of health and social services positions	
	<u>Health Promotion - investing in promotion and prevention activities</u>	
Public awareness of determinants of health	• newspaper insert, <i>Sustaining Our Future</i>, placed in all northern newspapers in August 1999 as part of communications efforts to increase public awareness • <i>Health Status Report</i> publicly released in December 1999 • preparation of more detailed reports on injuries and smoking underway • data analysis completed for the 2000 BIHP Report; this report part of Department monitoring of socio-economic impacts of BIHP activities	
Broad based consensus to pursue long term health promotion initiatives	• received endorsement by HSS Boards to continue work on priority areas and territorial activities as described in the Health Promotion Strategy • community-based projects funded under the Health Promotion Strategy Fund	
Integrated public policy framework for active living, healthy pregnancies and tobacco harm reduction/cessation	<u>Active Living</u> • first year of joint promotional initiatives funded in partnership with MACA to promote active living (projects included the distribution of Physical Activity Guides for Summer Living and Older Persons, the 2000 Recreation and Sport Pocket Reference and other promotional materials to communities and relevant NGOs) • community-based projects promoting active living supported through the Health Promotion Fund	

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DEPARTMENT OF HEALTH AND SOCIAL SERVICES

1999-2000 Results Report

OUTCOMES

RESULTS ACHIEVED

Healthy Pregnancies

- joined the Prairie Northern Partnership on F.A.S. to share best practices across provincial/territorial jurisdictions and to promote gains in the prevention of F.A.S. and related disorders
- consultation with 14 birth families of children with F.A.S.; resulted in a report produced by birth mothers and promoted a network of birth families to assist in F.A.S. prevention and awareness
- F.A.S. prevention public education campaign developed in partnership with NWT Native Women's Association and the Status of Women Council, NWT
- Maternal Health Binder (a Health Promotion Guide for Health Professionals) drafted; positive feedback received from regional professionals
- NWT Baby Friendly Initiative Committee formed to promote breast feeding; information session for health professionals held in partnership with Stantoin Regional Hospital; baby crib (hospital) cards produced
- community projects promoting healthy pregnancy, F.A.S. prevention and awareness and HIV prevention supported through the Health Promotion Fund

Tobacco Harm Reduction/Cessation

- draft GNWT Tobacco Strategy completed and circulated to Deputy Ministers
- developed and launched tobacco reduction/cessation public education campaign
- School Tobacco Survey completed and draft report developed
- Train the Trainer courses provided on smoking cessation in two regions; 20 people trained in partnership with the Canadian Cancer Society
- joint initiative with the Department of Transportation to print General Identification Cards which will help in the identification of sale of tobacco to minors
- Canadian Public Health Association (NWT Branch), jointly funded by Health Canada and Department, to review successful youth cessation programs, pilot youth cessation projects and conduct youth consultations on how to best promote smoke-free homes and effective health promotion messages for youth; over 200 youth consulted in several communities
- funded tobacco harm reduction and cessation community based projects under the Health Promotion Fund

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

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OUTCOMES	RESULTS ACHIEVED
<u>Mental Health - Improving mental health treatment services and prevention programs</u>	
Public awareness of mental health issues and determinants	• contract with Canadian Mental Health Association (NWT Branch) for public awareness campaign • promotional materials distributed • help line calls and outreach increased due to public awareness campaign • brochure developed by Grollier Hall Healing Circle on choosing a counselor • residential school awareness workshops held
Standardization of mental health services	• program standards operationalized for group homes including psychiatric group homes • supported living standards in draft form and currently under review by stakeholders • review of three Yellowknife organizations/NGOs providing psychiatric services • contract awarded for psychiatric group home in Yellowknife
Identified training needs for mental health workers	• training needs identified and training plan developed in context of Mental Health and Addictions Strategy • training for alcohol/drug workers on trauma, sexual abuse and inter-generational problems held in Inuvik (June 1999) and Yellowknife (May - June 1999 and March 2000) • evaluation of suicide prevention training completed
Continuum of mental health services	• development of Mental Health and Wellness Strategy (now known as the Addictions and Mental Health Strategy) ongoing; service delivery model developed in draft form • identification of gaps in programming • developed comprehensive programming alternatives for children, youth and families, and gender sensitive healing and holistic recovery programs; pilot projects to begin in the 2000-01 fiscal year • developed plans for women's mobile treatment and post-trauma healing and recovery for women and children programs • reviewed data available on current use, diagnosis and service use at community mental health and physician clinics • participated with Dogrib Community Services Board to develop the Dogrib Addictions Strategy • active participant in Residential School Interagency Committee and lead role in GNWT's Residential School Working Group to August

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

1999-2000 Results Report

OUTCOMES	RESULTS ACHIEVED
	<u>Healthy Pregnancies</u> - joined the Prairie Northern Partnership on F.A.S. to share best practices across provincial/territorial jurisdictions and to promote gains in the prevention of F.A.S. and related disorders - consultation with 14 birth families of children with F.A.S.; resulted in a report produced by birth mothers and promoted a network of birth families to assist in F.A.S. prevention and awareness - F.A.S. prevention public education campaign developed in partnership with NWT Native Women's Association and the Status of Women Council, NWT - Maternal Health Binder (a Health Promotion Guide for Health Professionals) drafted; positive feedback received from regional professionals - NWT Baby Friendly Initiative Committee formed to promote breast feeding; information session for health professionals held in partnership with Stanton Regional Hospital; baby crib (hospital) cards produced - community projects promoting healthy pregnancy, F.A.S. prevention and awareness and HIV prevention supported through the Health Promotion Fund <u>Tobacco Harm Reduction/Cessation</u> - draft G/NWT Tobacco Strategy completed and circulated to Deputy Ministers - developed and launched tobacco reduction/cessation public education campaign - School Tobacco Survey completed and draft report developed - Train the Trainer courses provided on smoking cessation in two regions; 20 people trained in partnership with the Canadian Cancer Society - joint initiative with the Department of Transportation to print General Identification Cards which will help in the identification of sale of tobacco to minors - Canadian Public Health Association (NWT Branch), jointly funded by Health Canada and Department, to review successful youth cessation programs, pilot youth cessation projects and conduct youth consultations on how to best promote smoke-free homes and effective health promotion messages for youth; over 200 youth consulted in several communities - funded tobacco harm reduction and cessation community based projects under the Health Promotion Fund

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

1999-2000 Results Report

OUTCOMES	RESULTS ACHIEVED
Mental Health - Improving mental health treatment services and prevention programs	
Public awareness of mental health issues and determinants	• contract with Canadian Mental Health Association (NWT Branch) for public awareness campaign • promotional materials distributed • help line calls and outreach increased due to public awareness campaign • brochure developed by Grollier Hall Healing Circle on choosing a counselor • residential school awareness workshops held
Standardization of mental health services	• program standards operationalized for group homes including psychiatric group homes • supported living standards in draft form and currently under review by stakeholders • review of three Yellowknife organizations/NCA's providing psychiatric services • contract awarded for psychiatric group home in Yellowknife
Identified training needs for mental health workers	• training needs identified and training plan developed in context of Mental Health and Addictions Strategy • training for alcohol/drug workers on trauma, sexual abuse and inter-generational problems held in Inuvik (June 1999) and Yellowknife (May - June 1999 and March 2000) • evaluation of suicide prevention training completed
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DEPARTMENT OF HEALTH AND SOCIAL SERVICES		1999-2000 Results Report
OUTCOMES	1999	RESULTS ACHIEVED
Maintain appropriate level of group home and independent living support services	- working group established (December 1999) to plan and implement a mental health survey - standards for children and adult group homes finalized	
Board and Governance Reform - clarifying roles and responsibilities of various partners in the health and social services system		
Roles and responsibilities of the Department, boards and non-government organizations are clarified	<u>Core Services</u> - boards now responsible for providing a recognized set of core services - the list of core services is part of the Department's contribution agreement with boards - legislation and standards document defining standards for core services updated - process for standards implementation finalized <u>Accountability Framework</u> - framework finalized with board CEOs <u>Funding To NGOs</u> - funding arrangements with non-government organizations finalized - developed revised NGAO contribution policy for 2000-01 fiscal year <u>Orientation Resources</u> - developing orientation resources to improve understanding of current roles and responsibilities between the Department and boards	

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

1999-2000 Results Report

OUTCOMES	RESULTS ACHIEVED
Improved working relationship between the department, boards and non-government organizations	System-Wide Planning • Department's strategic plan provides a common base for system-wide planning • system-wide business planning framework drafted to improve planning between boards and the Department Communications And Information Exchange • exchange of information improved with regular CEO and Arctic Nurse Leadership Network teleconferences; quarterly Joint Senior Management Committee meetings • establishment of a planning and communications peer group • establishment of a newsletter to share with boards, NGOs and professional associations • focus of Board Support Unit to improve coordination of activities between the Department and boards • draft survey developed to assess board satisfaction with level, coordination and quality of departmental support
Equitable funding for boards	• work on formula funding deferred until clarification provided on GNWT regionalization and self-government activities
Children and Youth - Improving treatment services and prevention programs for children and youth	
Standardized client assessment process	• risk assessment tools and models reviewed • risk assessment process to be in place by 2001
Improved health and well being of children and youth	• draft Children and Youth Strategy framework completed - the strategy includes a model for the continuum of NWT services to children, youth and families • draft Children and Youth Profile completed • 1996-97 and 1997-98 Director of Child Welfare reports produced • Child Welfare League of Canada review of delivery of NWT child and family services completed • Children and Family Information System design completed; system to be implemented 2000/01 •

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

OUTCOMES	RESULTS ACHIEVED
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Board and Governance Reform - clarifying roles and responsibilities of various partners in the health and social services system Roles and responsibilities of the Department, boards and non-government organizations are clarified	Core Services - boards now responsible for providing a recognized set of core services - the list of core services is part of the Department's contribution agreement with boards - legislation and standards document defining standards for core services updated - process for standards implementation finalized Accountability Framework - framework finalized with board CEOs Funding, In Ntshy - funding arrangements with non-government organizations finalized - developed revised Ntshy contribution policy for 2000-01 fiscal year Organization Reconfigures - developing organization reconfigures to improve understanding of current roles and responsibilities between the Department and boards

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

1999-2000 Results Report

OUTCOMES	RESULTS ACHIEVED
Improved working relationship between the department, boards and non-government organisations	System-Wide Planning - Department's strategic plan provides a common base for system-wide planning - system-wide business planning framework drafted to improve planning between boards and the Department Communications And Information Exchange - exchange of information improved with regular CEE and Active Nurse Leadership Network teleconferences, quarterly Joint Senior Management Committee meetings - establishment of a planning and communications peer group - establishment of a newsletter to share with boards, NGOs and professional associations - focus of Board Support Unit to improve coordination of activities between the Department and boards - draft survey developed to assess board satisfaction with level, coordination and quality of departmental support
Equitable funding for boards	work on formula funding deferred until clarification provided on CEE's regionalisation and self-government activities
Children and Youth - Improving treatment services and prevention programs for children and youth	
Standardised client assessment process	- risk assessment tools and models reviewed - risk assessment process to be in place by 2001
Improved health and well being of children and youth	- draft Child and Youth Strategy framework completed - the strategy includes a model for the continuum of NTH services for children, youth and families - draft Child and Youth Profile completed 1998-97 and 1997-98 Director of Child Welfare reports produced - Child Welfare League of Canada review of delivery of NTH child and family services completed - Child and Family Information System design completed; system to be implemented 2000/01

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

1999-2000 Results Report

OUTCOMES	RESULTS ACHIEVED
Services repatriated North where appropriate and cost-effective	16 residential treatment beds for children fully utilized - unable to repatriate clients from south due to limited infrastructure in the NWT
Continuing Care Services - improving the delivery of institutional and community support programs for continuing care, including home care	
New client assessment and placement tool	- developed new client assessment and placement tool which creates a single point of entry into the long term care continuum of services; implemented with home care coordinators as the point of entry into the system - evaluation to occur in 2000/01.
New program facility standards developed and implemented	revised standards for home care, long term care facilities and group homes developed and implemented
Assess the needs of persons with disabilities in the NWT	- survey for persons with disabilities completed through collaborative initiative with NtAs - regional consultation workshops held to identify best methods of enhancing home and community care services in the NWT
Licensed and accredited continuing care facilities	implementation of revised standards (as mentioned above) a first step in the approval process towards licensing facilities
Action plans developed for boards with under-utilized facilities	- re-profiled long term care facility in Fort Simpson (officially opened in March 2000) - re-profiled group home in Inuvik to a long term care facility for severely handicapped clients

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New client assessment and placement tool	- developed new client assessment and placement tool which creates a single point of entry into the long term care continuum of services; implemented with home care coordinators as the point of entry into the system - evaluation to occur in 2000/01.	
New program/facility standards developed and implemented	revised standards for home care, long term care facilities and group homes developed and implemented	
Assess the needs of persons with disabilities in the NWT	- survey for persons with disabilities completed through collaborative initiative with NGOs - regional consultation workshops held to identify best methods of enhancing home and community care services in the NWT	
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JUSTICE

DEPARTMENT OF JUSTICE

1999-2000 RESULTS REPORT

GOAL	TARGET	MEASURES	RESULTS
Decreased dependence on the formal justice system and increased capacity of communities to address their own justice issues. <u>STRATEGIES:</u> - Support the development of community capacity through the establishment and support of Community Justice Committees. - Support the development of a community approach to policing initiatives. - In partnership with MACA, continue to support the Community Constable Program.	Increase by 10% the number of diversions from the formal justice system to community justice committees.	- number of active Community Justice Committees - number of Diversions	21 active Community Justice Committees. - Statistics on diversions are not consistent, 8 committees reported dealing with 90 youth and 83 adults through the diversion process. A formal method of data collection has been developed and is being implemented in 2000/01. - All contribution funding available for Community Justice Committees was allocated.
	to ensure policing is responsive to community needs by increasing by 20% the number of community constables trained, increasing by a 100% the number of community constables appointed and ensuring that 90% of Memorandum of Understanding with communities on the use and role of Community Constables are signed	- full utilization of funding available for Community Justice Committees - number of community constables trained and appointed - number of Memorandum of Understanding signed with communities on the use and role of Community Constables	8 community constables were trained which is an overall increase of 80%. All members have been appointed with the exception of 1 as it requires the heads of the RCMP to travel to communities to do the appointment. Scheduling and fiscal restraint has prevented this in some cases. - MOUs signed with 100% of the communities.

DEPARTMENT OF JUSTICE

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DEPARTMENT OF JUSTICE

1999-2000 RESULTS REPORT

GOAL	TARGET	MEASURES	RESULTS
Safe, secure custody and control of offenders STRATEGIES: • Reduce overcrowding at YCC by ensuring that offenders are housed at the minimum level of security necessary. • Expand the capacity of YCC to house inmates. • Develop/expand young offender facilities through public/private partnerships. • In collaboration with the Department of Health and Social Services, decrease use of YCC for special need/high risk offenders. • Continue to develop alternatives to incarceration	• develop the infrastructure necessary to support the expansion of YCC • planning for new facilities initiated	• capital improvements required for YCC may begin • community consultation and initial plans for new female young offender facility in Inuvik complete	• preliminary work done by architects/engineers. • community consultation conducted in Inuvik. Site work begun.

GOAL	TARGET	MEASURES	RESULTS
Effective community supervision of offenders STRATEGIES: • In partnership with the Department of Health and Social Services, integrate community supervision into Corrections and develop a stand-alone probation service.	• 50% of probation officers hired and trained • 80% of community assessments required for the National Parole Board complete	• percentage of probation service staff complement staffed and trained • number of federal inmates who are not eligible for parole because the requisite community assessment is incomplete	• The target of 50% of probation officers hired and trained was met. • 100 % of community assessments required for the National Parole Board completed.

DEPARTMENT OF JUSTICE

1999-2000 RESULTS REPORT

GOAL	TARGET	MEASURES	RESULTS
Offenders receive appropriate programming support <u>STRATEGIES:</u> - Expand the network of community on-the-land camps. - Increase resources available for programming and treatment for offenders. - Make capital improvements to facilities necessary to provide programming space in institutions.	the establishment of appropriate, effective programming for offenders	- full implementation of a more comprehensive system to evaluate offender program needs - initiate development of a system to track offender recidivism - the establishment of a range of institutional-based programming available to support offender healing	- Completed – a system is in effect in all Territorial Corrections Facilities - Development is on track and on budget for a offender information and case management systems - The first certifications for trainers will be achieved this year in Cognitive Skills. The Sexual Offender program has expanded, and training starts in the Fall, 2000 for Anger Management. - The number of camps is stable at 11. The department is undertaking a review of the program to guide future development.

DEPARTMENT OF JUSTICE

1999-2000 RESULTS REPORT

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DEPARTMENT OF JUSTICE

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	alternatives to incarceration in facilities that support offender healing	number of on-the-land camps	

NWT HOUSING CORPORATION

1999-2000 Results Report

NWT HOUSING CORPORATION

GOALS	STRATEGIES	STATUS
1. Increase the impact of housing industry on Territorial employment and business development.	a) Pursue opportunities to open new markets for private sector businesses/products to respond to emerging housing industry market conditions. b) Pursue opportunities with the private sector to establish Northern Manufactured Product opportunities/businesses.	The NWT Housing Corporation has completed its first sale of housing materials to Alaska. Housing materials for 7 units were shipped to Barrow, Alaska in the summer of 1999. The value of materials purchased totally from NWT supplies and manufacturers for Alaska were approximately \$500,000. In addition, the Corporation purchased \$1.1 million in materials from Northern suppliers/manufacturers for use in constructing units for the RCMP in 1999/2000. 99% of the Corporation's material purchases came from Northern suppliers or manufacturers. This Corporation, along with Resources, Wildlife and Economic Development, also financially supports the NWT Manufacturers Association, which promotes the marketing of NWT made products/services.
2. Improve housing conditions in the Western Territory.	a) Increased emphasis on pursuing energy conservation to reduce housing costs. b) Pursue funding for Social Housing with the Federal Government. c) Analyze the sale of existing Public Housing and use sale proceeds to construct/renovate additional and existing units. d) Increased emphasis on maintaining community housing stock.	The Corporation pursued a P-3 initiative to complete over \$ 1.0 million in Energy Conservation projects. The Auditor General of Canada has offered its opinion that Energy Conservation Projects are not eligible for the P-3 financing approach. The Corporation is working with the Energy Alliance to develop an Energy Management Strategy, which will not only promote projects but also will include local Local Housing Organization and tenant awareness plans. The Corporation's Minister met with his Canada Mortgage and Housing Corporation (CMHC) counterpart, the Honourable Alfonso Gagliano. The NWT Housing Corporation will be participating with Provincial/Territorial jurisdictions to determine the allocations for funding as a result of the recent Federal Homeless Funding announcement. The Corporation has determined that cost shared public housing stock can be sold. It has required protracted discussions with CMHC to determine how sales of units, under the various cost-shared programs, could proceed. The Corporation increased Local Housing Organization budgets for overall maintenance and upgrading of public housing by \$1.0 million in 1999/2000.
3. Improve the quality of advice, assistance and support provided to Local Housing Organizations (LHOs), communities and Aboriginal Housing	a) Expand research capability to provide better assistance on new products/services available in housing.	The Corporation conducted a Survey in 1999/2000 of all LHOs to determine where our community partners need increased support and assistance. Overall, the Corporation received a 53% approval rating from the LHOs

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NWT HOUSING CORPORATION

1999-2000 Results Report

GOALS	STRATEGIES	STATUS
Organizations.	b) Strengthen consultation processes with key stakeholders (private sector, LHOs, communities and Aboriginal Organizations). c) Improve Corporate communications with regions, communities, Aboriginal Organizations and the public.	indicating the need for improvement in all areas of support. District and Territory wide meetings between LHOs and the Corporation are being set up to allow for the exchange of information and to determine what the LHOs are looking for in terms of support, assistance and research.
4. Improve the morale of employees in the Corporation so that collective staff experience is not further reduced.	a) Pursue opportunities to encourage existing staff to stay. b) Increase the involvement of Headquarters and District staff in Corporate decision making.	The Corporation completed a Survey of its employees to determine areas of staff concern. There was a clear indication that many employees are satisfied with their employment (average 60% level of satisfaction) but there were a number of areas identified, primarily related to employee support for training and advancement as well as manager's development.
5. Decrease individual, family and community dependency for housing.	a) Continue the process of assisting communities to assume the responsibility of providing Social Housing to their residents. b) Increase opportunities for communities to implement housing initiatives appropriate to local conditions. c) Increase efforts to encourage families to recognize and accept their responsibility for contributing towards their shelter costs	An Employee Advisory Committee is being set up (with staff volunteers) to work with Senior Management. As well, Senior and Middle Managers in the Corporation attended a weeklong session on Labour Relations and Harassment in the Workplace. During 1999/2000 the Corporation worked with the Rae/Edzo Dene Housing Organization to implement the first community developed program for homeownership. The Corporation is also renegotiating its partnership arrangements with the Yellowknives Dene First Nations. Their present agreement has been in operation for five (5) years and the Yellowknives Dene First Nation and the NWT Housing Corporation would like to see the agreement updated to reflect the development of the Yellowknives Dene First Nation (Housing) in that period. Currently, some communities deliver all Public Housing and Homeownership Programs. During 1999/2000 Wha Ti entered into a Partnership Agreement.

NWT HOUSING CORPORATION

1999-2000 Results Report

GOALS	STRATEGIES	STATUS
Organizations.	b) Strengthen consultation processes with key stakeholders (private sector, LHOs, communities and Aboriginal Organizations). c) Improve Corporate communications with regions, communities, Aboriginal Organizations and the public. a) Pursue opportunities to encourage existing staff to stay. b) Increase the involvement of Headquarters and District staff in Corporate decision making.	indicating the need for improvement in all areas of support. District and Territory wide meetings between LHOs and the Corporation are being set up to allow for the exchange of information and to determine what the LHOs are looking for in terms of support, assistance and research.
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EDUCATION, CULTURE AND EMPLOYMENT

DEPARTMENT OF EDUCATION

1999-2000 Results Report

STRATEGY	TARGET	RESULTS
Strengthen aboriginal language and cultural programs in schools by increasing support for culture-based curricula and opportunities for learning aboriginal languages.	Directive and strategy to support Culture-based Education (CBE) developed June 1999 Implementation - January 2000	Strategy under development and expected to be completed by October 2000.
Negotiate the renewal of the Canada/NWT Cooperation Agreement.	Agreements on aboriginal language promotion developed and signed by language communities.	Agreement on renewal signed. Preliminary discussions on strategies to promote Aboriginal languages were undertaken with language communities. Work continues on the development of an overall language promotion plan, to be implemented by language communities and the (NWT in 2000-01).
Oversee the continuing development of the Interpreter/Translator certification process. Facilitate access to cultural programs (information and funding).	All aboriginal language communities assume responsibility for implementing their language plans All levels of government co-operating to provide access to cultural programs and funding	All Aboriginal language communities had language plans by the end of 1999-2000, and with the exception of the Dogrib and the North Slavey began implementing their language plans. E.C.E., RWED and the federal Department of Canadian Heritage undertook a study of existing arts and culture funding programs to identify if needs are being met. Work will continue in 2000-01 to develop cooperative strategies for arts and culture funding.

DEPARTMENT OF EDUCATION

1999-2000 Results Report

STRATEGY	TARGET	RESULTS
Strengthen partnerships with Aboriginal and community organizations to develop long-range plans for research, development and promotion of aboriginal languages and culture. Expand the role of Teaching and Learning Centres to support language and cultural goals through implementation of language plans and further program development. Work with language communities to develop long-range plans for research, development and promotion of aboriginal languages and culture. Develop Heritage resource management protocols through self-government negotiations. Increase access to heritage info.	Language proficiency standards and testing material developed for all Aboriginal languages Heritage information at Northern Heritage Centre and NWT Archives available on the Internet	Standards for interpreter/translator business practices were developed and ratified. Work will begin on developing proficiency standards and testing materials for each of the Aboriginal languages in 2000-01. The Prince of Wales Northern Heritage Centre continued to add heritage information to its web site (www.pwncb.nl.ca). Over 100,000 pages of information were downloaded by users in 1999-2000, representing a 100% increase over the previous year.
Integrate programs for young children. Increase support for and expansion of regionally based early childhood learning systems. Work to reduce child poverty through implementation of second phase of National Child Benefit and Territorial Child Benefit. Enhance access to child day-care programs for families in need. Ensure quality of child day care programs. Coordinate the development and implementation of an inter-departmental Territorial Agenda for Children and Youth	All family community-based programs for children meet health and safety standards by April 1, 2000. Number of children living below poverty line reduced by 10%. Agenda for Children and Youth: - Inventory of programs for children and youth completed and distributed - Departmental Action Plan for children and youth developed and implemented	72 licensed early childhood programs with 1153 spaces in 1999-2000. Data forthcoming from Statistics Canada. Development of strategy/action plan for early childhood with H&SS is ongoing.

DEPARTMENT OF EDUCATION

1999-2000 Results Report

STRATEGY	TARGET	RESULTS
compatible with the National Children's Agenda. Encourage and promote culturally based community early childhood programs. Increase support for Education Authorities	Graduation rates doubled by 2003.	Grade 12 graduation statistics are historically recorded on a calendar year basis. For 1999, a total of 258 students completed the requirements for an NW 1 Secondary School Diploma. This works out to a 'graduation rate' of 41%, of the estimated 18 year-old population. In 1998, the graduation rate was also 41%.
Increase implementation of full-service schools.	Grades 10 to 12 available in all communities by 2000.	For the 1999-2000 school year, 93% of all NW 1 students had access to a full K-12 education program in their home community. The following communities had not implemented a full K-12 program: Sachs Harbour (27 students) Tsigetichic (58 students) Holman (117 students) Jean Marie River (14 students) Nahanni Butte (21 students) Trout Lake (7 students) Wrigley (27 students) Dettah (38 students) Wha Ti (151 students) Rac Lakes (52 students) Snare Lakes (18 students) Colville Lake (19 students) Hay River Reserve (44 students) Lutsel K'e (88 students)
Develop distance learning modules for secondary students. Develop credit-based courses for secondary students. Provide staff with development opportunities in student support.	Training modules for Education authorities in development, staffing and other human resource functions developed and delivered.	A Staffing Guide (binder) was produced and delivered to each school and D/E A. The resource outlines the procedures to be followed in hiring NW 11A, UNW and D/E A employees. It also includes sample documents. A Guide to hiring, developing a contract and evaluating a Director / Superintendent was produced and given to each D/E C / Yellowknife D/E A. The 85 page document has information on procedures as well as many sample documents.

STRATEGY	TARGET	RESULTS
Enhance career and employment development support to youth (SNAP, COI, summer placements, work placement)		A workshop on policy development was completed presented to the Ft. Smith D.E.A. As well, resource materials on the roles and responsibilities and organization have been produced and shared
Negotiate a Youth Protocol Agreement with the Federal Government		Inservice delivered in March 2000. "Effective Behavioral Support" Educators able to provide programs that meet social, emotional and learning needs of all students. Student support plans in place at Territorial, Council and school level by 2001. All students access to full-time schooling to grade 12 in their home community.
Increase support services available for all students according to their needs through development of integrated student support counselling services and enhanced training for educators to help them meet needs of students.		
Develop a best practices resource for secondary education	Dene Kede and Inuuqatigit Curricula implemented in all schools.	Mandated curricula in place requiring schools to deliver Dene Kede and Inuuqatigit.
Develop a strategy to enhance and expand senior secondary programming		Strategy developed - 1999
Lead Aboriginal subgroup in development of the Social Services curriculum for Western consortium.		NWT has the lead role in providing aboriginal perspective - March 2000. Curriculum to be completed in 2001.
Increase access to post-secondary programs through distance delivery and enhanced student support.	Post-secondary enrolments increased by 10% by 2001.	Aurora College full time equivalents increased 8.7% from the fall term in 1998 to the fall term in 1999 (from 707 FTE to 766 FTE)
Increase student success through enhanced literacy and basic skills training and implementation of full-service schools.	Aboriginal degree holders doubled by 2003	Data to come from Census Canada.

DEPARTMENT OF EDUCATION

1999-2000 Results Report

STRATEGY	TARGET	RESULTS
Students plan their own secondary and post-secondary education.	65% completion for all northern post-secondary programs.	The NW 1 population has a greater percentage of people with a trades or other non-university education than the Canadian average (13% compared to 28%) while the percent with a university degree matches the Canadian average at 13%. There were 190 graduates from Aurora College Programs in 1999-2000.
Implement revisions to the Student Financial Assistance program.	90% of graduates from northern College trade, certification and diploma programs obtain employment in their field within one year of completion of training.	Employment outcomes survey to be conducted in 2000-01. Latest data from the 1998 College graduate survey showed that 74% of graduates are employed with an additional 20% enrolled in further full time studies or training.
Develop a three-year program and services proposal process for the public colleges system.	All secondary schools have programs to assist students to plan their continuing education by 2001.	Career and program plan developed by all grade 9 students annually, department currently developing Career Development Directive to enhance career and education planning within the K to 12 system. Students use Career Program Plans in Sr. Sec. to determine courses, education program. 1999.
Encourage and support co-op or work experiences in college programs.	All communities on I.R.N. by 2000.	All communities have I.R.N. access.
Develop partnerships with private sector and Aboriginal groups to develop training and employment opportunities.	100% compliance with quality standards for literacy and basic education programs.	Standards development & implementation continuing in 2000-01.
Complete a review of career development programs in the public college system.	100% adult programs and post-secondary services evaluated on pre-established schedule.	Aurora College conducts program evaluations on a 3-5 year cycle following college policy and financial capacity. No evaluations completed in 1999-2000.
Establish school of community governance at Aurora College in cooperation with M.A.C.A. municipal governments, bands and Métis locals.	Establishment of training programs in diamond processing.	a) Introduction to Diamonds training 2 deliveries per year (base funded). b) Training on the job opportunities funded at Sirius Diamonds and commitments in place for Dexion, the Diamonds Inc. and for Arclan Diamond Cutting Works (NW 1114).
Expand career training and apprenticeship programs in response to developments in business/industry.		

DEPARTMENT OF EDUCATION

1999-2000 Results Report

STRATEGY	TARGET	RESULTS
Implement an accountability framework and quality standards for adult basic education.	10% increase in number of students graduating from mine training programs.	There were 3 Mine TAP deliveries in 1998-99 and 1 in 99-00 with 1 planned for 00-01. Eleven trainees completed the program in 98-99 and 8 trainees completed in 99-00.
Establish standards for the exchange and dissemination of labour market information. Develop standards and certification for selected occupations.	5% increase in Income Support recipients accessing employment through Productive Choices.	100% of Income Support clients in Youth and Adult categories are in Productive Choices including employment, parenting, volunteering.
Implement Youth Protocol Agreement with the federal government.	Reduction of 10% in youth unemployment.	Working Together Youth Employment Program created 530 training positions for youth in 1999-2000 compared to 375 in 1998-99.
Enhance training opportunities for Income Support clients.	Number of northern trained nurses doubled by 2003.	Aurora College has graduated 4 classes of northern trained nurses to date and the program continues with new entrants annually. Current graduates 54.
Enhance support for Nursing programs in partnership with Health and Social Services.		
Develop and deliver training programs in secondary diamond industries.		
Enhance support to mining and oil and gas-related training.		
Implement Human Resource Plan -- West.		
Continue development of Human Resource Plan to support northern workforce.		

TRANSPORTATION

DEPARTMENT OF TRANSPORTATION

1999/2000 YEAR END RESULTS REPORT

Goal	Strategies	Outcomes Measures	Target (3yrs) or Standard	Results
1. Improve territorial transportation system	1. Increase the total length of highways which are to be constructed to proper geometric and safety standards	1. Highway #3, Highway #4 and Highway #8 meet standards	1. Average increase of 14km per year for sections of highway, which have been reconstructed to proper standards.	1. Highway #3 reconstruction was underway on km 244-256.5 (12.5km) and km 331-335.5 (4.5km). The first section is a multi-year project and will be completed in the fall of 2000. The second section was completed in October 1999.
				2. Reconstruction of Highway #8 from km 137-142 (5km) and km 98-104 (6km) was completed in the fall of 1999.
				3. Reconstruction of Highway #4 from km 6.1-6.9 was completed, except for the final surfacing due to inclement weather, in the fall of 1999.
				4. A total of 16.3 kilometres of highway reconstruction was substantially complete by the end of 1999/2000
2. As the next phase of the Highway Strategy, develop implementation and financing plans for new highways in the western NWT.		1. Financing and implementation plans involving non-GNWT funding are available	1. Plans in place for the Slave Transportation Corridor, and Mackenzie Valley Road Extension and Inuvik-Tuktoyaktuk Road.	Most plans and studies are complete. The "Summary Report of the Highway Strategy" was published in the fall of 1999 as anticipated. While funding does not begin to flow until 2003, the federal government announced a highway infrastructure funding program in its Spring budget. The Department is working with the federal government to ensure that it receives an equitable share of the available \$600M.

DEPARTMENT OF TRANSPORTATION

1999/2000 YEAR END RESULTS REPORT

Goal	Strategies	Outcomes Measures	Target (3yrs) or Standard	Results
	3. Extend the window of the Mackenzie Valley Winter Road (bridges).	1. Installation of permanent bridges will increase the amount of time the winter roads are operational, resulting in improved level of service.	1. Installation of one new permanent bridge each year	Construction of a permanent bridge over Vermillion Creek at km 984 was substantially complete in March 2000. The Department did not require all of the programmed resources for the Hay River West Channel Bridge in 1999/2000. Surplus resources were re-directed to advance a project to construct a permanent bridge on the Mackenzie Valley over the Ochre River. This bridge will be complete by March of 2001 and will accelerate the planned work in this corridor.
	4. Implement recommendations of airports program studies.	1. Nav Canada recommendation for FSS/CARS conversion and new CARS sites are available.	1. (a) Convert Hay River and Fort Smith Flight Services Stations to Community Aerodrome Radio Stations (CARS). 1. (b) Open new CARS at Lutsel K'e and Rae Lakes.	1. (a) The Fort Smith FSS was converted on schedule to a CARS in December 1999. The Hay River conversion was delayed to the summer of 2000. 1. (b) A New CARS was commissioned in Lutsel K'e in June 1999. A new CARS for Rae Lakes was commissioned on March 21, 2000.
		2. The Development Runway Issues Study is Implemented.	2. Adopt the classification system and planning structure for airports as per the Runway Issues Study.	2. The Department has adopted the airport planning and decision methodology recommended in the Runway Issues Study. The new Airport Classification System and Airport Infrastructure Investment criteria are in use.
	5. Research and develop process to stabilize and maintain gravel runways.	1. Find agreement with aircraft manufactures and air carriers on a product to bind and stabilize gravel runway surfaces	1. Apply product on three runways over the next three years.	1. The product tested (Tenbind) failed to receive approval from the regulator and the aircraft manufacturers. By March 31, 2000 the Department had yet to receive approval from Boeing for a new enviro-tech product.

DEPARTMENT OF TRANSPORTATION

1999/2000 YEAR END RESULTS REPORT

Goal	Strategies	Outcomes Measures	Target (3yrs) or Standard	Results
	6. Pursue partnership arrangements for investment in airport structure.	1. Funding obtained from the Federal Airport Capital Assistance Program (ACAP). Agreement with DND for use of assets at GSWT airport in place.	1. Apply ACAP funds for runway overlay.	1. (a) ACAP funding for Yellowknife Airport fire truck in the amount of \$230,350 was approved and received. 1. (b) ACAP application for runway rehabilitation work at three airports, Sachs Harbour, Tulita and Inuvik were under development. While the application for Sachs Harbour was complete by year end, those Inuvik and Tulita have been slightly delayed; completion is now scheduled for summer 2000.
			2. Obtain use of DND hanger as GSWT maintenance hanger.	2. DND denied the request for use of their maintenance facilities at the Inuvik Airport.
2. Increased northern business and employment opportunities in the public and private transportation sectors.	1. Sustained participation by northern interests in contracting opportunities for transportation programs and services. 2. Sustained northern employment on highway and maintenance contracts.	1. Percentage of contracts and value of contracts awarded to northern firms. 1. Number of person days of northern employment.	1. Northern content levels will be maintained at a level of greater than 90%	1. 278 contracts were awarded to March 31, 2000 (total value \$30,200,875). 89.56% of awards were to northern and local contractors.
			1. Northern employment at 90% or greater participation.	1. 32 contracts (over \$50K) were analyzed for northern and local employment content. The analysis revealed that northern and local employment content stood at 14,077 of 16,658, or 84.5% of the total employment days worked.
3. A safer Territorial transportation system in all modes.	1. Develop partnerships with industry and other safety groups to enhance safety through education and compliance.	1. Effective programs to assist the transportation industry (ie) PIC (Partners in Compliance).	1. Number of participants in self regulated programs	1. No commercial motor carriers have yet qualified for participation in the Partners in Compliance Program.

DEPARTMENT OF TRANSPORTATION

1999/2000 YEAR END RESULTS REPORT

Goal	Strategies	Outcomes Measures	Target (3yrs) or Standard	Results
	2. Introduce new measure to combat drinking and driving in the NWT	1. Enact legislative changes as per STRID (Strategy to Reduce Impaired Driving).	1. Number of impaired driving convictions. 2. Number of repeat offenders 3. Number of alcohol related accidents, fatalities and injuries.	While 1998 statistics are not yet available, impaired driving continues to be a significant problem in the NWT. The Department completed a legislative proposal that reflects recent changes in the Criminal Code (Canada) and a number of elements tailored to NWT requirements by March 31, 2000 but had not yet received approval to proceed with legislative drafting.
	1. Increase education and enforcement campaigns. 2. Partnership with RCMP and other enforcement agencies.	1. Increase usage rate of seat and child restraint devices in the NWT	1. Identify results through the Transport Canada annual seat belt survey.	According to Transport Canada's 1998 reports, seatbelt usage among all occupants of light vehicles in the NWT was 52.6%, while usage among drivers only in passenger cars stood at 54.6%. In 1999, there was a marked improvement with the figures standing at 61.1% and 64.4% respectively. While seatbelt usage in the NWT improved on a year over year basis between 1998 and 1999, the NWT remains well below the 1999 national average of 90.1% for all occupants (in all light vehicles) and 92.3% for drivers only (in passenger cars).

RESOURCES, WILDLIFE AND ECONOMIC DEVELOPMENT

RESOURCES, WILDLIFE AND ECONOMIC DEVELOPMENT

1999-2000 Results Report

The Department has identified the following strategies to effect the necessary changes required to achieve our goals. Our progress towards achieving these goals can be assessed by tracking a suite of outcome measures with results achieved relative to established annual targets.

GOALS	OUTCOME MEASURES	TARGET	RESULTS ACHIEVED
To create a diversified northern economy, built on the sustainable development of the north's natural resources, that provides long term employment opportunities for northern residents.	Levels of employment and business development among large and small communities in key sectors such as minerals, oil and gas, tourism, commercial renewable resource development, and arts and crafts.	- Annual net growth in jobs across all sectors will exceed annual net growth in labour force. - Sustained annual increase in jobs and business start-ups in each sector. - Establish or expand one new value added business in each region/sector.	- Between 1999 and 1994 the potential labour force in the NWT increased by about 1,700. Employment during this period increased by about 900. The actual labour force increased by about 1,500. Overall, employment growth has not kept pace with potential or actual labour force growth. - NWT employment is only available as a series for the NWT since the division with Nunavut. In the NWT since that time, employment has hovered around 18,000 jobs and shows little real change since April 1999. - At the time of division with Nunavut there were 4,814 corporate businesses registered in the NWT. As of March 2000, there were 4,881. Most of this increase was registered within NWT companies, whose numbers increased from 1,625 to 1,736 over this period. - Over the 1999/2000 fiscal period the HMF and Grants to Small Business Program funded 60 value added business ventures in the NWT. Only 2 of these exceeded \$5,000 in value. The largest contributions were for Deimos' Cho Diamonds and Central Enterprises. Total funding for value added activities approximated \$773,000. Funding was provided to all regions.
	Levels of investment in key sectors of the territorial economy.	Sustained annual increase in capital investment across all sectors.	Capital investment increased from 1999 to 2000, rising from \$552 million to \$632 million and driven by the private sector. Investment in capital will see further gain as the Diavik diamond mine enters its full construction phase in the winter of 2000/2001.

RESOURCES, WILDLIFE AND ECONOMIC DEVELOPMENT

1999-2000 Results Report

GOALS	OUTCOME MEASURES	TARGET	RESULTS ACHIEVED
	Levels and rates of export and domestic use of northern, value-added products.	- Sustained annual increase in export of manufactured/value-added products. - Sustained annual increase in retail trade in the north.	- The manufacturing sector in the NWT is very small. However, statistics for the first three months of the existence of the new NWT compared to a year later show a significant increase, almost 50%, in the value of manufactured shipments. This increase may in part be attributed to the success of the NWT Housing Corporation in selling prefabricated housing units to Alaska; these units include goods manufactured in the NWT. - The value of retail trade has increased by close to \$6 million in each of the first two quarters of 2000 compared to a year earlier. This may reflect growing consumer optimism in the NWT coming on the heels of new diamond mines, major oil and gas development, and the influx of new people into the NWT; the population of the territory has grown for the first time in several years.
	Degree of survival of businesses receiving support from departmental programs.	Assemble baseline information for business survival rates against which reasonable targets can be established.	The Business Development Fund is NWEL's major business assistance program. Over the years it has proved very successful as over 75% of recipients are still in business. This is higher than most other contribution programs in Canada and is also higher than turnover rates within the general business community.
To increase foster employment opportunities in the wage economy in communities where large scale developments can support sustainable service, trade and goods producing industries.	Rates of unemployment in target centres.	Sustained annual decrease in unemployment in Level 1 communities.	Unemployment in Level 1 communities is available from census data and periodic labour force surveys. It has increased over time, but currently remains slightly below its 1994 peak. Since census and the labour force survey are taken at different times of the year, changes may reflect seasonal summer employment gains only (the census takes place during summer).

RESOURCES, WILDLIFE AND ECONOMIC DEVELOPMENT

1999-2000 Results Report

GOALS	OUTCOME MEASURES	TARGET	RESULTS ACHIEVED
	- Number of new wage employment opportunities (e.g., in tourism, commercial renewable resource development, minerals, oil and gas, manufacturing, and service sectors) - Rates of new business development and business closures	- Sustained annual increase in jobs in the goods and service producing industries in Level 1 communities - Sustained annual increase in business start-ups - Assemble baseline information for business closures against which reasonable targets can be established	- Employment in Level 1 communities is available from census data and periodic labour force surveys. It has shown a steady increase over time, but the rate of growth has slowed since 1991. - Between 1997 and 2000, 524 businesses have ceased operation while 617 new businesses started. - The Business Development Fund is RWED's major business assistance program. Over the years it has proved very successful as over 75% of recipients are still in business. This is higher than most other contribution programs in Canada and is also higher than turnover rates within the general business community.
Levels of export and domestic use of northern, value-added products		- Sustained annual increase in export of manufactured/value-added products - Sustained annual increase in retail trade in the north	- The manufacturing sector in the NWT is very small. However, statistics for the first three months of the existence of the new NWT compared to a year later show a significant increase, almost 50%, in the value of manufactured shipments. This increase may in part be attributed to the success of the NWT Housing Corporation in selling prefabricated housing units to Inuvik; these units include goods manufactured in the NWT. - The value of retail trade has increased by about \$6 million in each of the first two quarters of 2000 compared to a year earlier. This may reflect growing consumer optimism in the NWT coming on the heels of new diamond mines, major oil and gas development, and the influx of new people into the NWT; the population of the territory has grown for the first time in several years.

RESOURCES, WILDLIFE AND ECONOMIC DEVELOPMENT

1999-2000 Results Report

GOALS	OUTCOME MEASURES	TARGET	RESULTS ACHIEVED
To increase forest employment and participation in the alternative economy in communities where opportunities for wage employment are limited and/or short-term.	Rates of unemployment in smaller communities.	Sustained annual decrease in unemployment in Level 2 and 3 communities.	Unemployment in Level 2/3 communities is available from census data and periodic labour force surveys. It has increased over time, but currently remains near its 1994 level. Since census and the labour force survey are taken at different times of the year, changes may reflect seasonal census employment gains only (the census takes place during summer). The pattern is similar to the one for Level 1 communities.
	Number of new businesses/subsistence employment opportunities (e.g., harvesting country foods, fish, fur, small-scale agriculture, and arts and crafts).	Sustained annual increase in the number of people participating in trapping, hunting and fishing, and crafts in Level 2 and 3 communities.	- Employment in Level 2/3 communities is available from census data and periodic labour force surveys. It has increased over time. Overall, employment trends in Level 2/3 communities are better than those in Level 1 communities. - Participation in trapping increased to an estimated 300 in 1999-00 from 194 the previous year. - Decrease in participation in commercial fishing of about 8%. - Decrease in participation in small-scale agriculture of about 6%.
	Rates of new business development and business closures.	- Sustained annual increase in business start-ups. - Accessible baseline information for business closures against which reasonable targets can be established.	- Between 1997 and 2000, 524 businesses have ceased operation while 673 new businesses started. - The Business Development Fund is B0B27's major business assistance program. Over the years it has proved very successful as over 75% of recipients are still in business. This is higher than most other contribution programs in Canada and is also higher than turnover rates within the general business community.

RESOURCES, WILDLIFE AND ECONOMIC DEVELOPMENT

1999-2000 Review Report

GOALS	OUTCOME MEASURES	TARGETS	RELEVANT ACTIVITIES
To create a system of natural resource management that fosters investment and sustainable economic development and ensures the protection of the natural environment.	Levels and rates of export and domestic use of northern, value-added products	- Sustained annual increase in export of manufactured/value-added products - Sustained annual increase in total trade in the north	- The manufacturing sector in the NWY is very small. However, statistics for the first three months of the existence of the new NWY compared to a year later show a significant increase, almost 50%, in the value of manufactured shipments. This increase may in part be attributed to the success of the NWY Housing Corporation in selling prefabricated housing units to Alaska, these units include goods manufactured in the NWY. - The value of total trade has increased by almost \$6 million in each of the first two quarters of 2000 compared to a year earlier. This may reflect growing consumer optimism in the NWY coming on the heels of new diamond mines, major oil and gas development, and the influx of new people into the NWY. The population of the territory has grown for the first time in several years.
	- Decentralization (from Ottawa to the north) of federal positions with responsibilities for natural resource management and environmental assessment in the north - Transfer of federal jurisdiction over land, water, minerals, oil and gas, and inland fisheries to the north	- All associated federal positions within the next three years - Creation of a negotiated framework for devolution within three years	- The federal government has completed a study on the decentralization of federal positions. - Discussions are occurring through the Intergovernmental Forum.

RESOURCES, WILDLIFE AND ECONOMIC DEVELOPMENT

1999-2000 Results Report

GOALS	OUTCOME MEASURES	TARGET	RESULTS ACHIEVED
To build a strong, stable and competent public service with a world-wide reputation for sound management of the north's natural resources.	Levels of co-ordination and effective involvement in various natural resource management and environmental assessment regimes (eg., based on client perception).	- Establishment of shared management agreements with our federal partners and institutions of public government arising out of land claims. - Assemble baseline information for client satisfaction with relevant departmental activities against which reasonable targets can be established.	- Partnerships continue to be developed. Some examples include: - West Kitikmeot/Slave Study - Protected Areas Strategy - Shared Management Agreement (DIAND) - Cumulative Effects Assessment - Mackenzie Valley Planning Process - Survey of businesses conducted in partnership with the NWT Chamber of Commerce to assess level of satisfaction with the Department's business service programs
	Levels of investment in areas related to the development of northern natural resources.	Sustained annual increase in capital investment in all natural resource sectors.	Capital investment increased from 1999 to 2000, rising from \$552 million to \$632 million and driven by the private sector. Investment in capital will see further gain as the Diavik diamond mine enters its full construction phase in the winter of 2000/2001.
	Turnover and vacancy rates in regions and at headquarters.	To achieve and maintain turnover and vacancy rates below 5%.	Turnover rates with RWED are approximately 8% per year. The current vacancy rate is 16%. Without seasonal positions, the vacancy rate drops to around 8%. The Department currently has 66 vacancies, 31 of which are seasonal.
	Timeframe required to fill vacancies and the qualifications of successful candidates.	- Maximum timeframe to fill vacancies no longer than 60 days. - All candidate qualifications meet or exceed the minimum standards established for a given position.	- Current averages are: 14 days for advertising once request is made to fill the position; 7 days to screen for interviews; 7 days to conduct interviews; 7 days for reference checks. - Qualifications are based on job descriptions or resumes. Screening limits interviews to those candidates meeting the basic qualifications.

RESOURCES, WILDLIFE AND ECONOMIC DEVELOPMENT

1999-2000 Results Report

GOALS	OUTCOME MEASURES	TARGET	RESULTS ACHIEVED
To secure the financial and human resources necessary to ensure that natural resource management and development decisions are based on the best available economic and environmental information.	Degree of efficiency and effectiveness in departmental response to natural resource management issues (eg., based on client perception).	Assemble baseline information for client satisfaction with relevant departmental activities against which reasonable targets can be established.	Consultation process initiated with general public regarding wildlife management issues with respect to changes to the NWT Wildlife Act.
	Opportunities for and level of staff training and other forms of human resource development (HRD).	Each staff member will be provided with an opportunity each year for training/HRD in keeping with the goals and objectives set out in their annual performance appraisal.	No information. Currently monies for training contained within Divisional budgets. Negotiated between supervisor and staff.
	Degree of efficiency and effectiveness in departmental response to natural resource management issues (eg., based on client perception).	Assemble baseline information for client satisfaction with relevant departmental activities against which reasonable targets can be established.	Consultation process initiated with general public regarding wildlife management issues with respect to changes to the NWT Wildlife Act.
	Availability of information for decision-making derived from natural resource monitoring, assessment and analysis.	To complete and maintain up-to-date natural resource inventories where harvesting and extraction activities are ongoing or planned.	- Forest inventory of the Cameron Hills completed in the summer of 1999. - Forest inventory of the Mackenzie Delta completed in the summer of 2000. - Forest inventory in the Deh Cho scheduled for summer of 2001.
	Number of multidisciplinary projects aimed at integrating economic and environmental policies and programs.	Design, develop and implement at least one integrated cross-divisional project in each of the department's seven core business areas.	- Initial review of harvesters support programs. - Commercial Renewable Resources Development Implementation Plan. - CID Project of MOG, P&T, W&F integrating economic and ecological information into land selection for PAS. - Report on economic value and benefits of renewable resources in the NWT. - Fur Marketing Strategy. - Caribou outfitting economic benefits project. - CEDS Economic Monitor Newsletter.

RESOURCES, WILDLIFE AND ECONOMIC DEVELOPMENT

1999-2000 Results Report

GOALS	OUTCOME MEASURES	TARGET	RESULTS ACHIEVED
To ensure that the harvesting and value added production of northern natural resources and other activities in the northern environment meet national and international standards for sustainable development and environmental protection.	• Availability of information for decision-making derived from natural resource monitoring, assessment and analysis.	• Sustained annual increase in the state of natural resource inventory completeness where harvesting and extraction activities are ongoing or planned.	• Forest inventory of the Cameron Hills completed in the summer of 1999. • Forest inventory of the Mackenzie Delta completed in the summer of 2000. • Forest inventory in the Deh Cho scheduled for summer of 2001.
	• Natural resources are developed, harvested and/or manufactured in an environmentally sustainable and economically justifiable manner.	• To establish baselines and criteria against which environmental sustainability and economic justifiability can be measured. • To meet or exceed established benchmarks and criteria.	• Collecting economic information on environmental resources for environmental accounting. • 8 baseline studies to provide environmental assessment and monitoring in Slave Geological Province (WKSS). • Tibbett Lake Fire Effects Study. • Small mammals Survey. • 4 wildlife disease monitoring programs. • Contaminant monitoring in barren-ground caribou. • Initiate Species at Risk Legislation. • Standards for Animal Drugging.
	• Levels of compliance with territorial, national and international standards for environmental protection.	• Assemble baseline information for compliance against which reasonable targets can be established.	• 4 wildlife disease monitoring programs. • Contaminant monitoring in barren-ground caribou. • Initiate Species at Risk Legislation. • Standards for Animal Drugging.
	• Number of multidisciplinary projects aimed at integrating economic and environmental policies and programs.	• Design, develop and implement at least one integrated cross-divisional project in each of the department's seven core business areas.	Cooperation between various divisions has increased since the creation of RWED. Current examples include : • Support of the NWT Economic Strategy. • Socio-Economic Agreements; • NWT CD; • Development of "Sector Profiles".

RESOURCES, WILDLIFE AND ECONOMIC DEVELOPMENT

1999-2000 Results Report

GOALS	OUTCOME MEASURES	TARGET	RESULTS ACHIEVED
	Development and implementation of sustainable development action plans for key economic sectors.	Develop and implement action plans for: tourism; commercial renewable resource development; arts and crafts; minerals; oil and gas.	- NWT Economic Strategy (includes recommendations on every sector) - Fur Marketing Strategy - Draft Tourism Strategy - Draft Non-Renewable Resource Strategy

